



# Montgomery County Equal Employment Opportunity & Diversity Action Plan

Fiscal Year '03



***“Diversity Works!”***

**Office of Human Resources  
EEO & Diversity Management Team**

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Fiscal Year '03



***“Diversity Works!”***

**Montgomery County  
Office of Human Resources  
EEO & Diversity Management Team  
101 Monroe Street, 8<sup>th</sup> Floor  
Rockville, Maryland 20850**

[http://www.emontgomery.org/ohr/index\\_frameset.htm](http://www.emontgomery.org/ohr/index_frameset.htm)

**Alternative formats of this Plan may be obtained through the Montgomery County Public Libraries.**

## MESSAGE FROM THE COUNTY EXECUTIVE

It is my pleasure to present the Fiscal Year 2003 Equal Employment Opportunity and Diversity Action Plan for Montgomery County. Despite fiscal challenges over the past year, Montgomery County has continued its steadfast progress in supporting diversity in our workforce and demonstrating its commitment to equal employment opportunity (EEO) for all of our employees. Under the guidance of the Office of Human Resources (OHR), Montgomery County has promoted an environment that ensures equity and embraces diversity in the workplace. Some of the more noteworthy achievements in this regard over the past year include the following:

- The percentage increase in minority representation in the County workforce was nearly double that of the percentage increase of the overall workforce.
- The average earnings of female employees in the County workforce continue to approach parity with the average earnings of male employees; women in the County workforce currently earn 94% of the earnings of men, compared to 93% just last year. This is significantly higher than the national statistics of 72% for female earnings as a percentage of male earnings.
- The County issued new Personnel Regulations in FY 02 that strengthen the County's commitment to EEO and provide for priority placement of disabled employees as a reasonable accommodation.
- The Montgomery County Diversity Council embarked on several important projects in FY02, including a Council Resolution commemorating the events of September 11<sup>th</sup>, and special presentations on the 2000 Census Report and assistive technology for the disabled.
- The Montgomery County 2002 Diversity Day Celebration will feature a new Departmental Diversity Award to recognize exemplary achievement by a department or agency in the area of workforce diversity, as well as a diversity focused health and education fair in 2003.
- The Office of Human Resources has rolled out new, mandatory training entitled "EEO Compliance Training for Managers and Supervisors" as well as a new Certificate Program in Diversity Studies.
- Montgomery County received the "Workplace Excellence" Seal of Approval from the Montgomery Work/Life Alliance for supporting work/life practices that help employees integrate their professional, personal, and community roles. The County Executive was also awarded the Trailblazer Award from the Commission for Women for the "Advancement of Women in the Workplace."

These achievements represent the collective efforts of managers and employees committed to promoting the values of equal employment opportunity and diversity in Montgomery County. We are proud to present this FY2003 EEO & Diversity Action as a demonstration of this on-going commitment.

Douglas M. Duncan  
County Executive

## **ABOUT THE EQUAL EMPLOYMENT OPPORTUNITY & DIVERSITY ACTION PLAN**

I am pleased to issue the FY 2003 Equal Employment Opportunity & Diversity Action Plan. The dramatic events of the last year have had a significant impact on the mission of public service. In the face of unprecedented challenges, we have risen to meet these challenges through our most valuable asset: our human resources. Despite fiscal constraints and a modest increase in the County workforce, we have been able to maintain our commitment to equal employment opportunity and workforce diversity by increasing the representation of women and minorities in all measured racial/ethnic categories. The Office of Human Resources has led this effort by helping Departments meet their recruitment needs by expanding outreach and removing obstacles to traditionally underrepresented groups.

The FY03 Plan provides a detailed analysis of the County's workforce by race/ethnicity, gender and EEO job group, and discusses the collective and individual agency efforts to promote inclusion, diversity, and equity in the workplace. This document demonstrates the County's progress in the areas of EEO and diversity, and points out areas of need, as well. Our goal continues to be the optimum utilization of human capital, through the recruitment and development of a diverse, qualified and talented workforce. Toward that end, recruitment objectives and strategies have been designed to target outreach to those areas where underutilization exists.

This year, the Plan features new sections, including a Progress Report on Utilization of Protected Groups in FY 02 and FY 03, an Adverse Impact Analysis on selected EEO job groups, and a display of training and educational opportunities in the area of EEO and diversity studies. In addition, the Plan provides updated analyses of salary information by gender, and discrimination complaints by type. It also provides information on-going programs such as the County's Annual Diversity Day Celebration Program, the Montgomery County Diversity Council, and Departmental initiatives implemented in FY 02 to promote diversity.

It is our common goal and shared responsibility to cultivate an environment that values diversity and ensures equity among all individuals. Let us take pride in our accomplishments but resist complacency. We in the Office of Human Resources are proud to take the lead in pursuing this goal and we thank you for your continued support.

James E. Torgesen  
Acting Director

**“ In Our Work Environment, We Recognize  
Diversity as a Unique and Unifying Force Where  
All Individuals Are Respected and Valued and  
Given an Equal Opportunity for Success”**

**The Honorable Douglas M. Duncan  
Montgomery County Executive**

**On the occasion of the official launching of the County’s Diversity Initiative  
and the first Annual Diversity Day Observance Program  
Rockville, Maryland, December 12, 1995**

# **FY 2003 EQUAL EMPLOYMENT OPPORTUNITY & DIVERSITY ACTION PLAN**

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**POLICY STATEMENT  
&  
RESPONSIBILITY FOR IMPLEMENTATION**



## **POLICY STATEMENT**

Montgomery County is an equal opportunity employer committed to workforce diversity. It is the policy of Montgomery County to conduct all employment activities in a manner that will ensure equal employment opportunity for all persons without regard to race, color, religion, national origin, ancestry, sex, marital status, disability, sexual orientation, genetic status, or political affiliation. It is also the policy of Montgomery County that supervisors and managers must ensure that employees are provided with a work environment that is free from discrimination and harassment of any kind. Employees must not discriminate or harass anyone on these bases, or retaliate against anyone for participating in an investigation under this policy. Employment discrimination is prohibited by Federal, State, and local laws and will not be tolerated.

## **RESPONSIBILITY FOR IMPLEMENTATION**

The EEO and Diversity Management Team in the Office of Human Resources is the lead entity responsible for development and implementation of the Equal Employment Opportunity and Diversity Action Plan. The Team is also responsible for enforcement of Montgomery County's Equal Employment Opportunity (EEO) Policy. In conjunction with other County offices, the Team serves to promote fairness, equity, and respect for diversity in the workplace. Managers and supervisors bear a special responsibility to ensure that individuals under their supervision are provided with a work environment free from discrimination and harassment of any kind. Department Directors and County Officials are responsible and accountable for implementing the objectives of the County's EEO and Diversity Action Plan in their respective areas.

## **DISSEMINATION OF PLAN**

## DISSEMINATION OF PLAN

The County's Equal Employment Opportunity and Diversity Action Plan shall be made available to applicants, employees, and the general public through the Office of Human Resources (OHR). OHR disseminates the information contained in the Plan to all Department and Agency Directors on an annual basis. They are responsible for making the Plan available to employees within their respective areas, as appropriate. The Plan is also disseminated to the Montgomery County Diversity Council, the Offices of the County Executive including the Office of Community Outreach which staffs the African American, Hispanic/Latino, and Asian American Liaisons. In addition, the Plan is disseminated to the African-American, Hispanic/Latino, and Asian-Pacific Advisory Groups appointed by the County Executive.

The County distributes copies of the County's EEO and Sexual Harassment Policies contained in the Plan at all employee orientations and related training sessions. The Policies are reiterated throughout the year in various County-wide communications, including OHR's *FYI* and policy memoranda from the County Executive. The Policies are available and posted at County facilities and work sites. The Plan and related policies are also available in the resource library of the County's website at [www.emontgomery.org/ohr/index\\_frameset.htm](http://www.emontgomery.org/ohr/index_frameset.htm).

## **WORK FORCE ANALYSIS**

**THE FOLLOWING WORK FORCE ANALYSIS SUMMARY PROVIDES A STATISTICAL BREAKDOWN OF THE WORK FORCE COMPOSITION OF THE VARIOUS DEPARTMENTS AND AGENCIES IN THE EXECUTIVE BRANCH OF MONTGOMERY COUNTY GOVERNMENT, BY GENDER AND RACE/ETHNICITY. THE DATA IS PRESENTED IN NUMBERS AND PERCENTAGES OF THE TOTAL WORK FORCE FOR EACH DEPARTMENT.**

# Work Force Analysis Summary

Executive Branch  
07/01/2002

Department	Total	Total Min	Female						Male					
			Total	White	Black	Hisp	Asian	Amlnd	Total	White	Black	Hisp	Asian	Amlnd
BOARD OF ELECTIONS	21	7 33.33	15 71.43	9 42.86	4 19.05	2 9.52	0 0.00	0 0.00	6 28.57	5 23.81	0 0.00	1 4.76	0 0.00	0 0.00
BOARD OF LICENSE COMMISSIONERS	11	5 45.45	8 72.73	4 36.36	1 9.09	2 18.18	1 9.09	0 0.00	3 27.27	2 18.18	0 0.00	0 0.00	1 9.09	0 0.00
COMMISSION FOR WOMEN	10	2 20.00	7 70.00	6 60.00	0 0.00	1 10.00	0 0.00	0 0.00	3 30.00	2 20.00	1 10.00	0 0.00	0 0.00	0 0.00
COMMUN USE PUBLIC FACILITIES	23	15 65.22	5 21.74	1 4.35	3 13.04	0 0.00	1 4.35	0 0.00	18 78.26	7 30.43	9 39.13	1 4.35	0 0.00	0 0.00
CORRECTION & REHABILITATION	460	260 56.52	190 41.30	92 20.00	79 17.17	12 2.61	4 0.87	0 0.00	270 58.70	108 23.48	146 31.74	6 1.30	6 1.30	1 0.22
COUNTY ATTORNEY	66	15 22.73	46 69.70	34 51.52	7 10.61	2 3.03	3 4.55	0 0.00	20 30.30	17 25.76	3 4.55	0 0.00	0 0.00	0 0.00
COUNTY EXECUTIVE	48	20 41.67	35 72.92	18 37.50	9 18.75	5 10.42	2 4.17	1 2.08	13 27.08	10 20.83	1 2.08	0 0.00	1 2.08	1 2.08
ECONOMIC DEVELOPMENT	37	11 29.73	19 51.35	12 32.43	0 0.00	1 2.70	4 10.81	0 0.00	18 48.65	14 37.84	1 2.70	2 5.41	1 2.70	0 0.00
ENVIRONMENTAL PROTECTION	46	9 19.57	22 47.83	18 39.13	4 8.70	0 0.00	0 0.00	0 0.00	24 52.17	19 41.30	1 2.17	2 4.35	2 4.35	0 0.00
ETHICS COMMISSION	2	0 0.00	2 100.00	2 100.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
FINANCE	112	42 37.50	69 61.61	41 36.61	12 10.71	4 3.57	8 7.14	2 1.79	43 38.39	29 25.89	5 4.46	1 0.89	7 6.25	1 0.89
FIRE & RESCUE SERVICE	1063	231 21.73	160 15.05	137 12.89	13 1.22	6 0.56	4 0.38	0 0.00	903 84.95	695 65.38	139 13.08	41 3.86	16 1.51	12 1.13
HEALTH & HUMAN SERVICES	1543	656 42.51	1299 84.19	760 49.25	336 21.78	117 7.58	66 4.28	7 0.45	244 15.81	127 8.23	74 4.80	20 1.30	21 1.36	1 0.06
HOUSING & COMMUNITY AFFAIRS	114	46 40.35	64 56.14	35 30.70	22 19.30	4 3.51	3 2.63	0 0.00	50 43.86	33 28.95	11 9.65	5 4.39	1 0.88	0 0.00
HUMAN RESOURCES	66	26 39.39	45 68.18	26 39.39	13 19.70	2 3.03	2 3.03	0 0.00	21 31.82	14 21.21	2 3.03	1 1.52	4 6.06	0 0.00
HUMAN RIGHTS	22	8 36.36	17 77.27	11 50.00	4 18.18	2 9.09	0 0.00	0 0.00	5 22.73	3 13.64	0 0.00	0 0.00	1 4.55	0 0.00

Data as of 6/14/02

09/05/2002

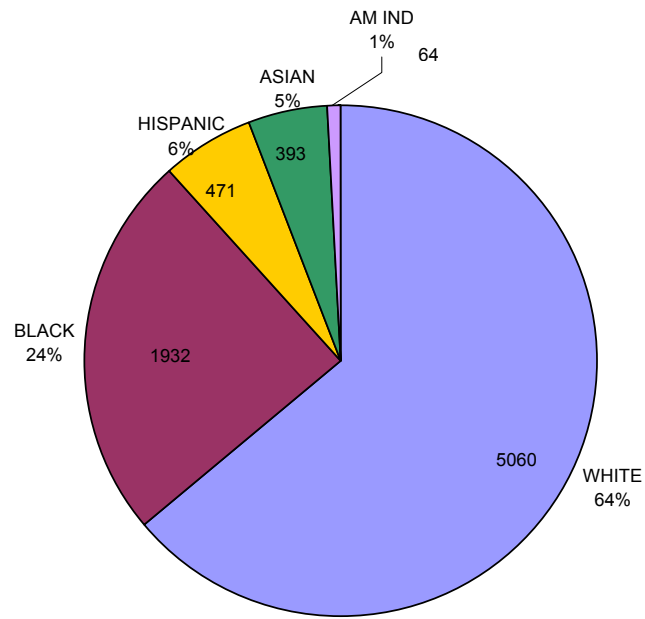
# Work Force Analysis Summary

Executive Branch  
07/01/2002

Department	Total	Total Min	Female						Male					
			Total	White	Black	Hisp	Asian	Amlnd	Total	White	Black	Hisp	Asian	Amlnd
INFORMATION SYSTEMS & TELECOMM	116	45 38.79	37 31.90	19 16.38	5 4.31	3 2.59	10 8.62	0 0.00	79 68.10	52 44.83	15 12.93	3 2.59	9 7.76	0 0.00
INTERGOVERNMENTAL RELATIONS	4	4 100.00	1 25.00	0 0.00	1 25.00	0 0.00	0 0.00	0 0.00	3 75.00	0 0.00	3 75.00	0 0.00	0 0.00	0 0.00
LIQUOR CONTROL	233	77 33.05	49 21.03	33 14.16	10 4.29	1 0.43	3 1.29	1 0.43	184 78.97	123 52.79	42 18.03	13 5.58	4 1.72	2 0.86
MANAGEMENT & BUDGET	34	19 55.88	17 50.00	6 17.65	5 14.71	3 8.82	3 8.82	0 0.00	17 50.00	9 26.47	3 8.82	4 11.76	1 2.94	0 0.00
NON DEPARTMENTAL ACCOUNTS	9	2 22.22	3 33.33	3 33.33	0 0.00	0 0.00	0 0.00	0 0.00	6 66.67	4 44.44	1 11.11	0 0.00	1 11.11	0 0.00
PERMITTING SERVICES	182	42 23.08	55 30.22	37 20.33	10 5.49	3 1.65	3 1.65	2 1.10	127 69.78	103 56.59	11 6.04	3 1.65	8 4.40	1 0.55
POLICE	1557	367 23.57	595 38.21	429 27.55	111 7.13	30 1.93	18 1.16	2 0.13	962 61.79	761 48.88	144 9.25	25 1.61	22 1.41	7 0.45
PROCUREMENT	27	9 33.33	17 62.96	13 48.15	4 14.81	0 0.00	0 0.00	0 0.00	10 37.04	5 18.52	3 11.11	0 0.00	1 3.70	0 0.00
PUBLIC INFORMATION	12	4 33.33	8 66.67	6 50.00	1 8.33	0 0.00	1 8.33	0 0.00	4 33.33	2 16.67	2 16.67	0 0.00	0 0.00	0 0.00
PUBLIC LIBRARIES	451	168 37.25	358 79.38	228 50.55	43 9.53	20 4.43	62 13.75	4 0.89	93 20.62	55 12.20	21 4.66	4 0.89	11 2.44	1 0.22
PUBLIC WORKS & TRANSPORTATION	1379	713 51.70	295 21.39	121 8.77	131 9.50	21 1.52	16 1.16	5 0.36	1084 78.61	545 39.52	392 28.43	75 5.44	45 3.26	10 0.73
RECREATION	148	52 35.14	88 59.46	57 38.51	22 14.86	6 4.05	2 1.35	1 0.68	60 40.54	39 26.35	18 12.16	1 0.68	2 1.35	0 0.00
REGIONAL SERVICES CENTERS	41	22 53.66	16 39.02	7 17.07	6 14.63	2 4.88	1 2.44	0 0.00	25 60.98	12 29.27	3 7.32	6 14.63	3 7.32	0 0.00
SHERIFF	144	44 30.56	55 38.19	43 29.86	4 2.78	4 2.78	2 1.39	1 0.69	89 61.81	57 39.58	21 14.58	4 2.78	6 4.17	1 0.69
Facility Total % of Total	7981	2921 36.60	3597 45.07	2208 27.67	860 10.78	253 3.17	219 2.74	26 0.33	4384 54.93	2852 35.73	1072 13.43	218 2.73	174 2.18	38 0.48

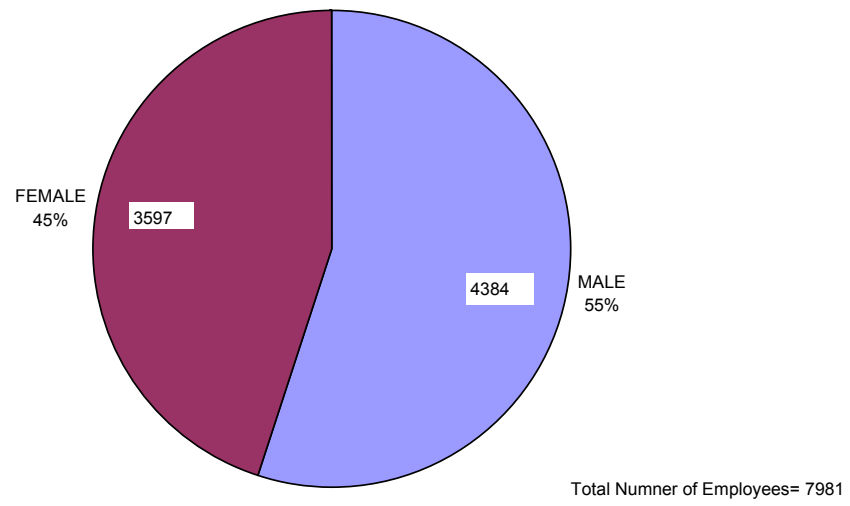
Data as of 6/14/02

# FY 03 EXECUTIVE BRANCH WORKFORCE COMPOSITION BY RACE



Total Employees= 7981

# FY 03 EXECUTIVE BRANCH WORKFORCE COMPOSITION BY GENDER





## **JOB GROUP ANALYSIS**

**THE FOLLOWING JOB GROUP ANALYSIS SUMMARY PROVIDES A STATISTICAL BREAKDOWN OF THE COMPOSITION OF THE WORK FORCE IN EACH EEO JOB GROUP OF THE EXECUTIVE BRANCH OF MONTGOMERY COUNTY GOVERNMENT BY GENDER AND RACE/ETHNICITY. THE DATA ARE PRESENTED IN TERMS OF NUMBERS AND PERCENTAGES OF THE TOTAL NUMBER OF EMPLOYEES IN EACH JOB GROUP.**

# Job Group Analysis Summary

Executive Branch

07/01/2002

Job Group	Total	Total Min	Female						Male					
			Total	White	Black	Hisp	Asian	Amlnd	Total	White	Black	Hisp	Asian	Amlnd
211 Officials and Administrators	59	11 18.64	23 38.98	16 27.12	6 10.17	0 0.00	1 1.69	0 0.00	36 61.02	32 54.24	2 3.39	1 1.69	1 1.69	0 0.00
212 Officials and Administrators M	287	66 23.00	130 45.30	95 33.10	29 10.10	4 1.39	2 0.70	0 0.00	157 54.70	126 43.90	14 4.88	5 1.74	11 3.83	1 0.35
221 Professionals (RNs, Librarians	490	128 26.12	446 91.02	334 68.16	73 14.90	15 3.06	20 4.08	2 0.41	44 8.98	28 5.71	11 2.24	3 0.61	2 0.41	0 0.00
222 Other Professionals	1199	467 38.95	723 60.30	424 35.36	170 14.18	55 4.59	64 5.34	3 0.25	476 39.70	308 25.69	96 8.01	25 2.09	43 3.59	1 0.08
223 Professionals First Line Super	316	83 26.27	190 60.13	136 43.04	34 10.76	11 3.48	7 2.22	1 0.32	126 39.87	97 30.70	17 5.38	2 0.63	8 2.53	0 0.00
231 Technicians	608	181 29.77	330 54.28	233 38.32	66 10.86	19 3.13	8 1.32	3 0.49	278 45.72	194 31.91	48 7.89	20 3.29	14 2.30	1 0.16
233 Technicians First Line Supers	33	4 12.12	5 15.15	3 9.09	2 6.06	0 0.00	0 0.00	0 0.00	28 84.85	26 78.79	2 6.06	0 0.00	0 0.00	0 0.00
241 Protective Service Officials	437	65 14.87	48 10.98	37 8.47	8 1.83	0 0.00	3 0.69	0 0.00	389 89.02	335 76.66	41 9.38	5 1.14	5 1.14	3 0.69
242 Protective Service Patrol	2052	568 27.68	460 22.42	355 17.30	76 3.70	19 0.93	4 0.19	3 0.15	1592 77.58	1129 55.02	344 16.76	65 3.17	34 1.66	19 0.93
243 Protective Service Other	170	94 55.29	63 37.06	28 16.47	30 17.65	3 1.76	0 0.00	0 0.00	107 62.94	48 28.24	47 27.65	3 1.76	5 2.94	1 0.59
251 Paraprofessionals	418	241 57.66	343 82.06	145 34.69	78 18.66	59 14.11	52 12.44	5 1.20	75 17.94	32 7.66	25 5.98	6 1.44	12 2.87	0 0.00
253 Paraprofessionals First Line S	57	15 26.32	15 26.32	13 22.81	1 1.75	0 0.00	1 1.75	0 0.00	42 73.68	29 50.88	10 17.54	2 3.51	0 0.00	1 1.75
261 Office and Clerical	651	304 46.70	597 91.71	321 49.31	174 26.73	48 7.37	41 6.30	5 0.77	54 8.29	26 3.99	13 2.00	7 1.08	5 0.77	1 0.15
262 Other Clerical	206	94 45.63	104 50.49	48 23.30	31 15.05	8 3.88	15 7.28	0 0.00	102 49.51	64 31.07	28 13.59	4 1.94	5 2.43	1 0.49
263 Office and Clerical First Line	17	7 41.18	6 35.29	2 11.76	4 23.53	0 0.00	0 0.00	0 0.00	11 64.71	8 47.06	2 11.76	0 0.00	1 5.88	0 0.00
271 Skilled Craft	341	129 37.83	6 1.76	3 0.88	1 0.29	0 0.00	1 0.29	1 0.29	335 98.24	209 61.29	86 25.22	21 6.16	12 3.52	2 0.59

Data as of 6/14/02

09/13/2002

# Job Group Analysis Summary

Executive Branch

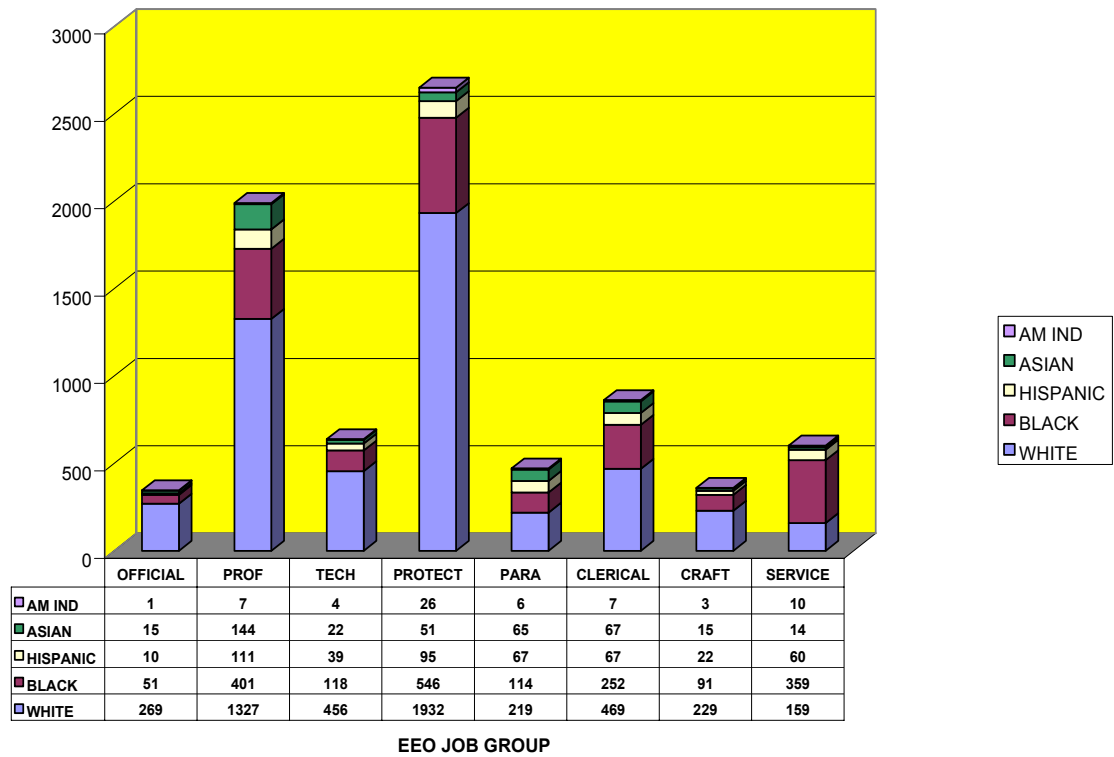
07/01/2002

Job Group	Total	Total Min	Female						Male					
			Total	White	Black	Hisp	Asian	Amlnd	Total	White	Black	Hisp	Asian	Amlnd
273 Skilled Craft First Line Super	24	7 29.17	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	24 100.00	17 70.83	4 16.67	1 4.17	2 8.33	0 0.00
281 Service Maintenance	574	441 76.83	101 17.60	14 2.44	71 12.37	12 2.09	0 0.00	3 0.52	473 82.40	119 20.73	274 47.74	46 8.01	14 2.44	7 1.22
283 Service Maintenance First Line	42	16 38.10	7 16.67	1 2.38	6 14.29	0 0.00	0 0.00	0 0.00	35 83.33	25 59.52	8 19.05	2 4.76	0 0.00	0 0.00
Facility Total % of Total	7981	2921 36.60	3597 45.07	2208 27.67	860 10.78	253 3.17	219 2.74	26 0.33	4384 54.93	2852 35.73	1072 13.43	218 2.73	174 2.18	38 0.48

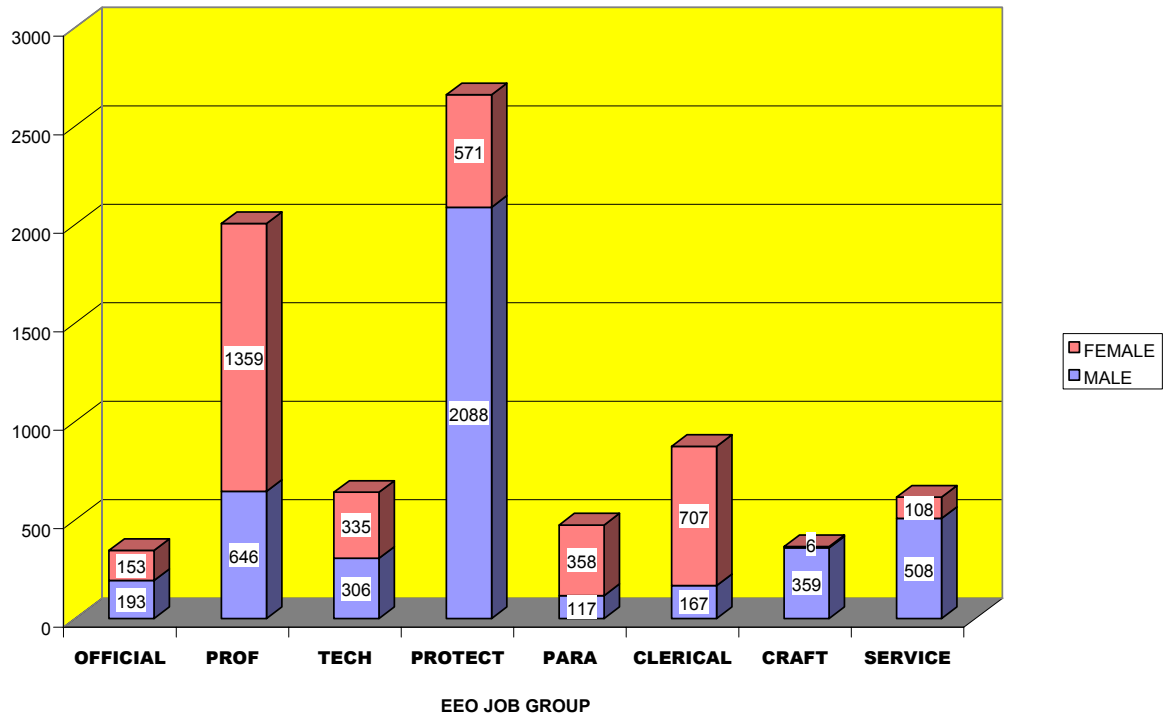
Data as of 6/14/02

09/13/2002

**FY 03 JOB GROUP DISTRIBUTION BY RACE/ETHNICITY**



**FY 03 JOB GROUP DISTRIBUTION BY GENDER**



## UTILIZATION ANALYSIS

THE FOLLOWING INCUMBENCY VS. ESTIMATED AVAILABILITY SUMMARY (ALSO KNOWN AS THE UTILIZATION ANALYSIS SUMMARY) PROVIDES A STATISTICAL BREAKDOWN OF THE COUNTY'S WORKFORCE COMPOSITION IN EACH JOB GROUP BY GENDER AND RACE/ETHNICITY, AS COMPARED WITH THE AVAILABILITY OF QUALIFIED INDIVIDUALS IN THE RELEVANT LABOR MARKET.\* THE COMPARISON IS MADE IN EACH EEO JOB GROUP BY GENDER AND RACE/ETHNICITY. UNDERUTILIZATION IS SAID TO EXIST WHEN THE DIFFERENCE BETWEEN THE COUNTY'S WORKFORCE AND THE AVAILABLE QUALIFIED WORKFORCE IS GREATER THAN TWO STANDARD DEVIATIONS. COUNTY WORKFORCE DATA IS PRESENTED IN NUMBERS AND PERCENTAGES, WHILE THE LABOR MARKET DATA IS PRESENTED IN TERMS OF PERCENTAGES ONLY, FOR EACH JOB GROUP.

\*PLEASE NOTE THAT THIS ANALYSIS IS BASED ON 1990 U.S. CENSUS DATA WHICH IS THE MOST RECENT CENSUS DATA MADE AVAILABLE BY THE FEDERAL GOVERNMENT. ALTHOUGH NOT REFLECTIVE OF THE CURRENT DEMOGRAPHICS OF THE COMMUNITY, IT IS CURRENTLY THE DATA THAT IS OFFICIALLY USED BY THE FEDERAL GOVERNMENT IN DETERMINING UNDERUTILIZATION.

# Incumbency v. Estimated Availability Summary

Executive Branch

07/01/2002

Job Group	Total Incumbents (#)	Category	Incumbents (#)	Incumbency (%)	Availability (%)	Less than Reasonably Expected?
211 Officials and Administrators	59	Female Minority Black Hispanic Asian AmIndian	23 11 8 1 2 0	38.98 18.64 13.56 1.69 3.39 0.00	40.15 19.09 12.46 3.59 2.42 0.56	
212 Officials and Administrators M	287	Female Minority Black Hispanic Asian AmIndian	130 66 43 9 13 1	45.30 23.00 14.98 3.14 4.53 0.35	56.22 27.66 16.90 4.47 5.52 0.30	Yes
221 Professionals (RNs, Librarians	490	Female Minority Black Hispanic Asian AmIndian	446 128 84 18 22 2	91.02 26.12 17.14 3.67 4.49 0.41	81.12 34.61 26.83 2.92 4.46 0.28	Yes Yes
222 Other Professionals	1199	Female Minority Black Hispanic Asian AmIndian	723 467 266 80 107 4	60.30 38.95 22.19 6.67 8.92 0.33	66.86 38.83 25.55 6.04 6.17 0.56	Yes Yes
223 Professionals First Line Super	316	Female Minority Black Hispanic Asian AmIndian	190 83 51 13 15 1	60.13 26.27 16.14 4.11 4.75 0.32	71.16 33.81 22.09 4.92 6.00 0.36	Yes Yes Yes
231 Technicians	608	Female Minority Black Hispanic Asian AmIndian	330 181 114 39 22 4	54.28 29.77 18.75 6.41 3.62 0.66	53.26 40.17 27.88 5.26 5.67 0.63	Yes Yes Yes
233 Technicians First Line Supers	33	Female Minority Black Hispanic Asian AmIndian	5 4 4 0 0 0	15.15 12.12 12.12 0.00 0.00 0.00	54.84 30.15 19.50 6.10 3.61 0.63	Yes Yes
241 Protective Service Officials	437	Female Minority Black Hispanic Asian AmIndian	48 65 49 5 8 3	10.98 14.87 11.21 1.14 1.83 0.69	21.70 27.59 20.61 4.00 1.77 1.02	Yes Yes Yes Yes

Comparison of Incumbency to Availability is performed using the Two Standard Deviation Test [Small JG: JG Size <= 30, Exact Binomial]

Yes indicates Number of Standard Deviations <= -2.00

Yes\* indicates Probability <= 0.0500

# Incumbency v. Estimated Availability Summary

Executive Branch

07/01/2002

Job Group	Total Incumbents (#)	Category	Incumbents (#)	Incumbency (%)	Availability (%)	Less than Reasonably Expected?
242 Protective Service Patrol	2052	Female Minority Black Hispanic Asian AmIndian	460 568 420 84 38 22	22.42 27.68 20.47 4.09 1.85 1.07	19.28 36.82 33.19 2.57 0.78 0.20	Yes Yes
243 Protective Service Other	170	Female Minority Black Hispanic Asian AmIndian	63 94 77 6 5 1	37.06 55.29 45.29 3.53 2.94 0.59	34.04 46.59 41.71 1.98 2.20 0.56	
251 Paraprofessionals	418	Female Minority Black Hispanic Asian AmIndian	343 241 103 65 64 5	82.06 57.66 24.64 15.55 15.31 1.20	74.21 40.53 26.59 6.12 6.80 0.43	
253 Paraprofessionals First Line S	57	Female Minority Black Hispanic Asian AmIndian	15 15 11 2 1 1	26.32 26.32 19.30 3.51 1.75 1.75	81.37 55.50 25.03 14.34 14.15 1.12	Yes Yes  Yes Yes
261 Office and Clerical	651	Female Minority Black Hispanic Asian AmIndian	597 304 187 55 46 6	91.71 46.70 28.73 8.45 7.07 0.92	87.87 38.67 29.61 4.21 4.23 0.39	
262 Other Clerical	206	Female Minority Black Hispanic Asian AmIndian	104 94 59 12 20 1	50.49 45.63 28.64 5.83 9.71 0.49	67.16 41.35 29.29 5.25 6.05 0.42	Yes
263 Office and Clerical First Line	17	Female Minority Black Hispanic Asian AmIndian	6 7 6 0 1 0	35.29 41.18 35.29 0.00 5.88 0.00	78.34 46.34 29.51 7.44 7.35 0.77	Yes*
271 Skilled Craft	341	Female Minority Black Hispanic Asian AmIndian	6 129 87 21 13 3	1.76 37.83 25.51 6.16 3.81 0.88	15.06 49.53 39.94 5.50 3.57 0.25	Yes Yes Yes

Comparison of Incumbency to Availability is performed using the Two Standard Deviation Test [Small JG: JG Size <= 30, Exact Binomial]

Yes indicates Number of Standard Deviations <= -2.00

Yes\* indicates Probability <= 0.0500



# Incumbency v. Estimated Availability Summary

Executive Branch

07/01/2002

Job Group	Total Incumbents (#)	Category	Incumbents (#)	Incumbency (%)	Availability (%)	Less than Reasonably Expected?
273 Skilled Craft First Line Super	24	Female Minority Black Hispanic Asian AmIndian	0 7 4 1 2 0	0.00 29.17 16.67 4.17 8.33 0.00	2.56 37.40 25.45 5.97 3.72 0.86	
281 Service Maintenance	574	Female Minority Black Hispanic Asian AmIndian	101 441 345 58 14 10	17.60 76.83 60.10 10.10 2.44 1.74	41.08 58.81 52.04 3.98 1.83 0.86	Yes
283 Service Maintenance First Line	42	Female Minority Black Hispanic Asian AmIndian	7 16 14 2 0 0	16.67 38.10 33.33 4.76 0.00 0.00	17.67 75.51 58.92 10.04 2.53 1.70	Yes Yes
Facility Total	7981	Female Minority Black Hispanic Asian AmIndian	3597 2921 1932 471 393 64			

Comparison of Incumbency to Availability is performed using the Two Standard Deviation Test [Small JG: JG Size <= 30, Exact Binomial]

Yes indicates Number of Standard Deviations <= -2.00

Yes\* indicates Probability <= 0.0500

## County-wide Utilization Progress Report (FY 03 and FY 02 Comparison)

### Underutilized?

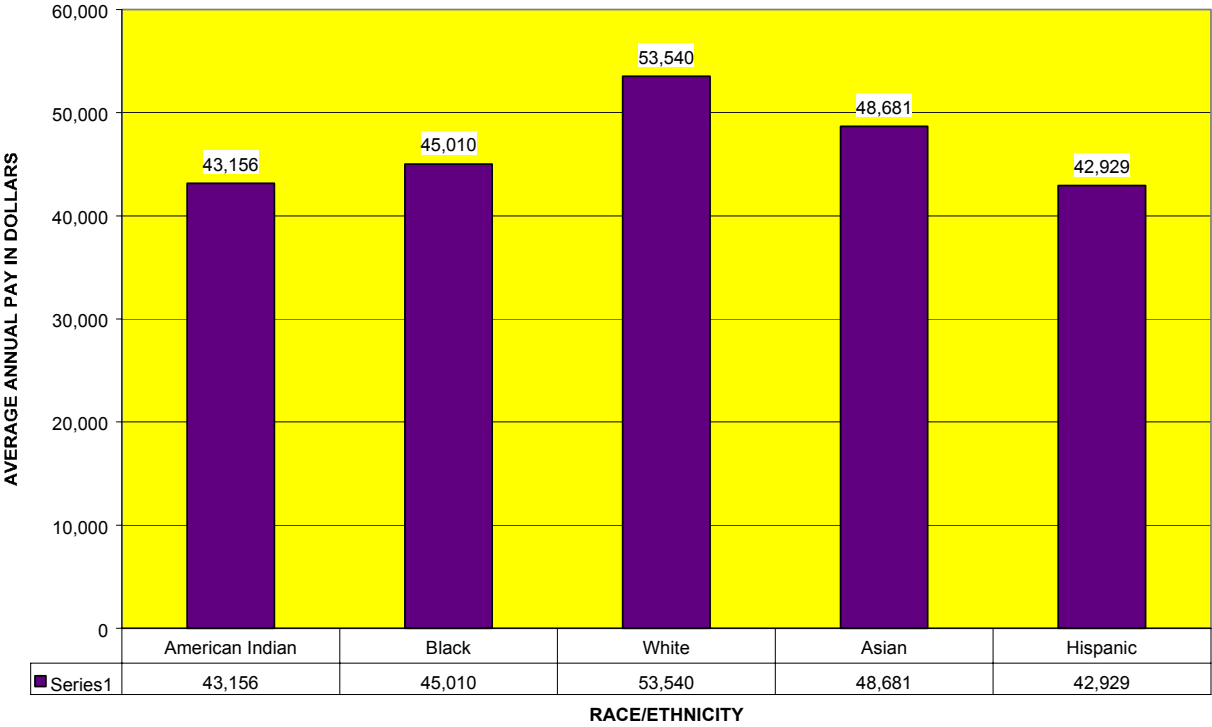
Job Group		Female	Minority	Black	Hispanic	Asian	Am. Indian
211 Officials & Admin	FY 03						
	FY 02						
212 Officials & Admin (Mid)	FY 03	YES					
	FY 02	YES					
222 Prof (Other)	FY 03	YES		YES			
	FY 02	YES		YES			
223 Prof (1st Line Sup)	FY 03	YES	YES	YES			
	FY 02	YES	YES				
231 Technicians	FY 03		YES	YES		YES	
	FY 02		YES	YES			
233 Tech (1 <sup>st</sup> Line Sup)	FY 03	YES	YES				
	FY 02	YES	YES				
241 Protect Serv Officials	FY 03	YES	YES	YES	YES		
	FY 02	YES	YES	YES	YES		
242 Protect Service Patrol	FY 03		YES	YES			
	FY 02		YES	YES			
251 Paraprofessionals	FY 03						
	FY 02						
261 Office & Clerical	FY 03						
	FY 02						
262 Clerical (Other)	FY 03	YES					
	FY 02	YES					
263 Off & Cler 1 <sup>st</sup> Line	FY 03	YES					
	FY 02	YES					
271 Skilled Craft	FY 03	YES	YES	YES			
	FY 02	YES	YES	YES			
273 Skill Craft 1 <sup>st</sup> Line Sup	FY 03						
	FY 02						
281 Service Maintenance	FY 03	YES					
	FY 02	YES					
283 Service Maint 1 <sup>st</sup> Line	FY 03		YES	YES			
	FY 02		YES	YES			

**YES** indicates there is statistically significant underutilization of females or minorities in the respective job group, as compared to the availability of those individuals in the relevant labor market; Utilization is based on 1990 census data.

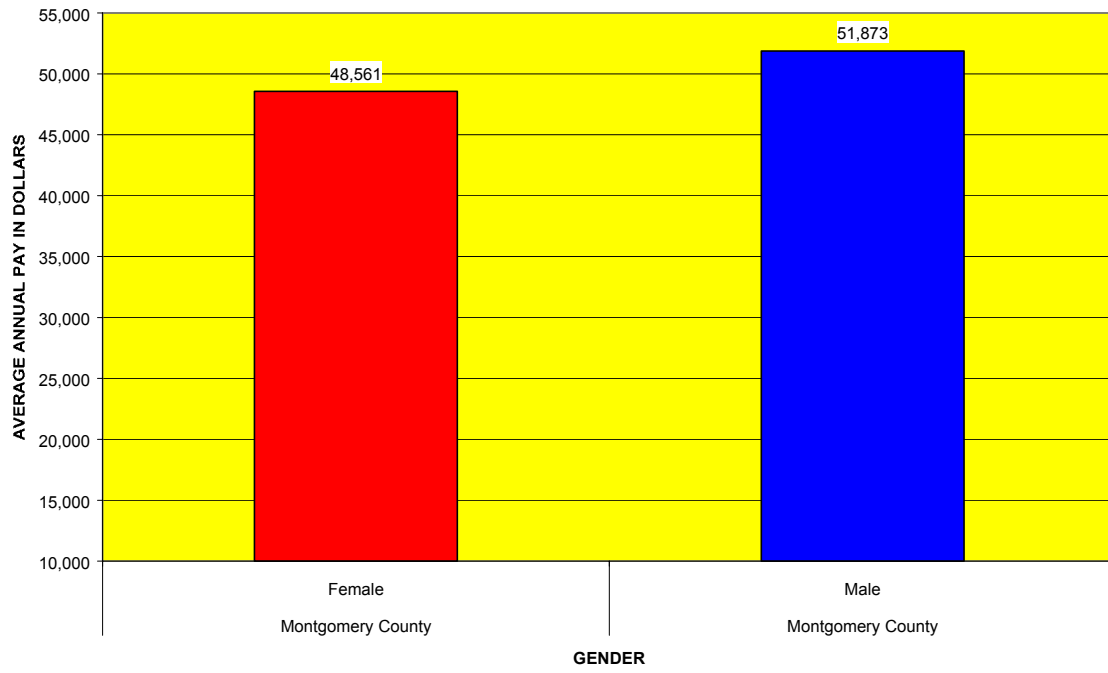
## **SALARY ANALYSIS**

**THE FOLLOWING SALARY ANALYSIS PROVIDES GRAPHICAL DATA ON THE AVERAGE ANNUAL PAY OF EMPLOYEES IN THE COUNTY'S EXECUTIVE BRANCH WORK FORCE BY RACE/ETHNICITY AND GENDER.**

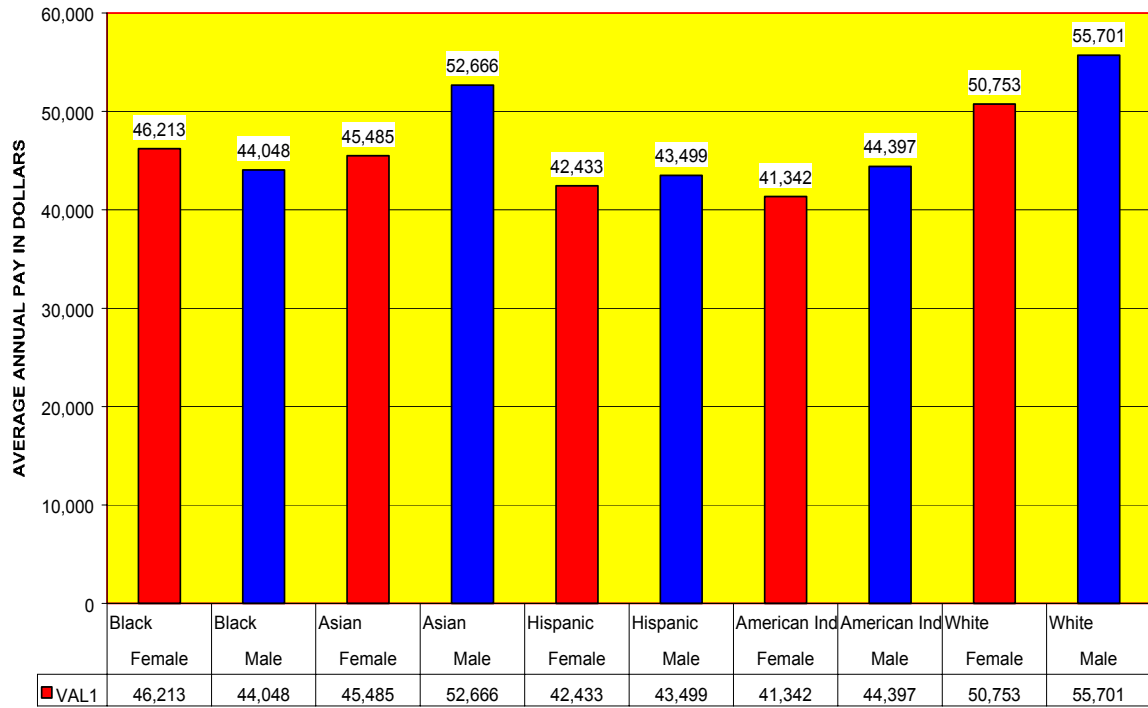
FY 03 AVERAGE ANNUAL PAY BY RACE/ETHNICITY



FY 03 AVERAGE PAY BY GENDER



# FY 03 AVERAGE PAY BY RACE & GENDER



RACE & GENDER

**(INSERT PAY GRADE DISTRIBUTION BY GENDER)**

**DISCUSSION OF ANALYSES  
&  
AREAS OF NEED**



## DISCUSSION OF ANALYSES AND AREAS OF NEED

### Work Force Analysis

Montgomery County continued to improve in the area of equal employment opportunity and work force diversity in Fiscal Year (FY) 2002. The Work Force Analyses show that the total number of minorities in the County work force has continued to increase in FY 2002, as it has over the past four years, with minorities comprising 36.6% of the total County work force. This is a 4.73% increase from FY 2001. In FY 2002 women comprised 45.06% of the total County work force population which is an increase of 2.38% from FY 2001.

All racial/ethnic groups experienced an increase in representation as well. As shown below, Asians currently represent 4.92% of the County work force. This represents a 9.16% increase over FY 2001. Representation of American Indian individuals (currently 0.8%) increased 4.91%, followed by a 3.75% increase in Black representation (currently 24.2%) since last year. Although still at 5.9% of the work force, Hispanic representation increased by thirteen individuals which amounted to a 2.83% increase from FY 2001. The increase in representation of all minority groups exceeded the overall (albeit modest) increase in the Executive Branch workforce of 2.38%. Female representation in the workforce increased the least at 1.72%. The increases confirm that the recruitment strategies and activities employed by the County have continued to be successful in increasing the diversity of the County's Workforce.

### Executive Branch Work Force Representation FY 99 through FY 02

End Of FY Data <sup>1</sup>	Total Employees	Total Females	Total Minorities	Black	Hispanic	Asian	American Indian
FY 1999	7205	3185	2374	1673	347	298	56
% of Total	100%	44.2%	32.9%	23.2%	4.8%	4.1%	0.8%
FY 2000	7382	3289	2488	1723	386	322	57
% of Total	100%	44.6%	33.7%	23.3%	5.2%	4.4%	0.8%
FY 2001	7795	3536	2789	1862	458	360	61
% of Total	100%	45.36%	35.78	23.9%	5.9%	4.6%	0.8%
FY 2002	7981	3597	2921	1932	471	393	64
% of Total	100%	45.06%	36.6%	24.20%	5.9%	4.92%	0.8%
% Change FY 98-99	+1.3%	+0.5%	+2.6%	+2.0%	+3.6%	+5.3%	+1.8%
% Change FY 99-00	+2.5%	+3.3%	+4.8%	+3.0%	+11.2%	+8.1%	+1.8%
% Change FY 00-01	+5.6%	+7.5%	+12.1%	+8.1%	+18.7%	+11.8%	+7.0%
% Change FY 01-02	+2.38%	+1.72%	+4.73%	+3.75%	+2.83%	+9.16%	+4.91%

<sup>1</sup> All data reflect status as of the last quarter of the respective fiscal year.

## Job Group Analysis

For FY 2002, the Job Group Analysis continues to show increases in the representation of females and minorities in most EEO job groups. The Protective Services and Professionals job groups demonstrated the most noteworthy increases in female and minority representation since last year. Black representation decreased slightly in the Officials and Administrators job group, as did Hispanic and Asian representation in the Paraprofessionals job groups.

Asian representation in the Protective Services job group had the greatest increase in change from fiscal year 2001 at 30.76%. Asian representation in all job groups had the highest increase of 9.16% from FY 2001, followed by representation of American Indians at 4.91% in all job groups, African American representation at 3.75% and Hispanic representation at 2.83%.

### Change in Work Force Representation in Selected EEO Job Groups<sup>\*</sup> From end of FY 01 to end of FY02

Job Group	Total Employees	Total Females	Total Minorities	Black	Hispanic	Asian	American Indian
Officials & Administrators	+6.43%	+3.37%	+1.31%	-1.92%	+0.11%	+7.14%	No change
Professionals	+3.61%	+4.38%	+6.10%	+6.08%	No change	+9.92%	+0.16%
Protective Services	+4.44%	+3.25%	+9.48%	+7.27%	+7.95%	+30.76%	+0.04%
Paraprofessionals	+4.22%	+5.61%	+7.87%	+8.84%	-2.9%	-1.51%	+0.50%
All Job Groups	+2.38%	+1.72%	+4.73%	+3.75%	+2.83%	+9.16%	+4.91%

<sup>\*</sup> These job groups include the sub-groups assigned to each job group. For example, Professionals includes Professionals – RNs, Librarians, Social Workers; Professionals – Other; and Professionals – First Line Supervisors.

## Utilization Analysis

Utilization is measured by comparing the incumbent work force of a protected class with the available work force of the same protected class in the relevant labor market. Underutilization is indicated when the difference between those quantities is greater than two standard deviations. This is a commonly accepted standard for determining underutilization.

The County has made significant improvement in the utilization of females and minorities as compared with the qualified and available labor market statistics (see Incumbency v. Estimated Availability Summary). Most notably, females and minorities

are well represented in the top ranks of the Official and Administrators job group of the Executive Branch. The data continue to indicate no statistically significant underutilization of women or minorities in this job group.

However, the Analysis for FY 2002 again revealed areas of our workforce composition that warrant attention. Females continue to be underrepresented in the Mid level Officials and Administrators, Other Professionals, Professional- First Line Supervisors, Technicians- First Line Supervisors, Protective Service Officials, Paraprofessionals- First Line Supervisors, Other Clerical, Skilled Craft, and Service Maintenance job groups.

Black employees continue to be underrepresented in the following job groups: Professionals, Professionals First Line Supervisors, Technicians, Protective Services Officials, Protective Services Patrol, Skilled Craft, and Service Maintenance - First Line Supervisors. Although underutilization of Black employees still exists in the job groups listed above, the analysis reveals a slight decrease in the degree of underutilization in the Professionals and Technicians job groups from the previous fiscal year.

Hispanic employees are underrepresented in the following job groups: Protective Service Officials and Paraprofessionals- First Line Supervisors. The analysis shows that compared to FY 2001, although Hispanics are underrepresented in the Paraprofessionals-First Line Supervisors job group by 3.51%, that percentage increased only slightly from 3.48% in FY 2001. This may be due, in part, to the decrease of available qualified Hispanics in the labor market for this job group. The analysis also reveals that the underrepresentation of Hispanics in the Protective Service Officials job group has decreased from 1.43% in FY 2001 to 1.14% in FY 2002. This decrease may have been greater; however, the labor market has also seen an increase in the availability of qualified Hispanics for this job group.

Finally, the Analysis reveals that underutilization of Asians in the Paraprofessionals - First Line Supervisors job group continued, however, the percentage increase dropped somewhat from the previous year. The Analysis shows no statistically significant underutilization of Asians in any other job group. In addition the analysis shows no statistically significant underutilization of American Indians in any job group. This may be due in part to the low availability of qualified American Indians in the local labor market.<sup>1</sup>

### **Salary Analysis**

The Salary Analysis revealed moderate disparities in average salaries among racial/ethnic groups and slight disparity between genders. The data was calculated on the basis of average annual pay for regular, active employees in all job groups of the Executive

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<sup>1</sup> It is important to note that this utilization data is based on 1990 U.S. Census Report, which is the latest Federal Census data available, to date. The new 2000 Census Report will no doubt reveal significant changes to the utilization analysis.

Branch, as of the end of FY 2002. The table below depicts the average salaries by race and gender:

**Average Annual Pay of Executive Branch Employees by Race and Gender**

Group	White	Black	Hispanic	Asian	Am. Ind.	All Emps.
Male	\$55,701	\$44,048	\$43,499	\$52,666	\$44,397	\$51,873
Female	\$50,753	\$46,213	\$42,433	\$45,485	\$41,342	\$48,561
All Emps.	\$53,540	\$45,010	\$42,929	\$48,681	\$43,156	\$50,381

White males continue to earn the highest average salary at \$55,701 followed by Asian males at \$52,666. The average female's salary is 94% of the average male's, an increase of 1% over the previous year. This is still a substantially lesser disparity than the national statistics on pay disparity (where females' salaries are approximately 72% of males').<sup>1</sup> One of the reasons for this disparity in the County may be that there tends to be a higher concentration of females in lower graded (grade 5 to 15) positions. However, this is partially offset by the greater number of females in the mid-range grades of 21 through 25.

The Management Leadership Service which comprises three broadbanded management occupational classes continues to show a higher representation of males than females. However, the addition of the Manager III occupational class (comprising former selected supervisory classes in grades 27 through 29) yielded a slightly higher representation of females in that class (see Pay Grade Distribution by Gender). Among racial/ethnic groups, the greatest disparity exists between White males (at \$55,701) and American Indian females (at \$41,342). The range of difference between the highest and lowest average salaries among these racial/ethnic groups is \$14,359 or 26%.

## **Conclusion**

Overall, the FY02 Plan reveals moderate improvement in the representation of individuals in all protected classes, despite unusual fiscal constraints and the concomitant restriction on hiring opportunities. While there continues to be underutilization of females and minorities in certain job groups, the degree of underutilization has decreased somewhat. The County's goal remains to be the optimum utilization of all qualified employees. As such, the County continues to pursue expansive recruitment outreach, with a focus on underrepresented areas, as well as new systems to support its efforts to efficiently track applicant flow. The recruitment strategies for FY03 are specifically addressed in the *Recruitment Objectives and Strategies* section of this Plan.

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<sup>1</sup> "Working Women: Equal Pay—It's Time for Working Women to Earn Equal Pay," www. AFL-CIO.org/women/equalpay, Aug 2001

# **RECRUITMENT OBJECTIVES & STRATEGIES**

# **RECRUITMENT OBJECTIVES AND STRATEGIES**

## **I Recruitment Philosophy**

It is the policy of Montgomery County to conduct all employment activities in a manner that will ensure equal employment opportunity for all persons without regard to race, color, religion, national origin, ancestry, sex, marital status, disability, sexual orientation, genetic status, or political affiliation. The County's goal is to provide full and equal opportunity for qualified individuals.

To this end, the County employs strategies to attract a diverse and qualified pool of candidates from which to make employment decisions. Recognizing the value of diversity in terms of the skills, abilities, experiences, and perspectives of individuals, Montgomery County strives to achieve inclusiveness through recruitment outreach and by identifying and eliminating barriers to diversity in recruitment.

## **II Recruitment Objectives**

The County's goal is to achieve a diverse cadre of qualified employees and eliminate barriers to optimum utilization of underrepresented employees. To this end, the Office of Human Resources (OHR) has and will continue to expand and target its recruitment outreach efforts to include currently underrepresented communities. The County's objectives are to increase representation of qualified females and minorities in all underrepresented EEO job groups.

## **III Recruitment Strategies**

OHR is the primary agency responsible for performing recruitment activities for countywide employment. Through OHR, the County strives to meet its recruitment objectives by expanding outreach in areas serving the Black, Hispanic, Asian, and American Indian communities whenever underrepresentation exists, through the use of media and organizations representing minorities and women. The County and OHR have adopted the following strategies and steps to achieve these objectives:

### **General**

- OHR is available to meet with individual departments in a consulting capacity to advise them on outreach to a variety of underrepresented groups in their department-specific recruitment efforts;
- OHR established a Recruitment Outreach Work Group comprising Department managers and HR specialists that meets monthly to discuss current recruitment needs, diversity outreach, strategies, impending job fairs, etc.
- OHR establishes a booth at the Annual Diversity Day Observance Program for employees and members of the community to promote diversity in the County Government.

- OHR partners with the Md. State Joint Services Employer Committee (JSEC) to sponsor a job fair which attracts a diverse candidate pool of over 2,500 candidates.
- As part of the Hispanic Business Institute, OHR partnered with Montgomery College to organize and conduct fifteen workshops to explain the employment process and application procedures to obtain employment with Montgomery County. As part of the presentations, designated County departments were featured as guests to speak directly about employment opportunities within their departments. Montgomery College representatives were also available to offer educational information on career tracks available at the College. Workshops were offered in the Spanish/English languages to outreach, assist, and educate recent immigrants with the Montgomery County employment selection processes.
- The County operates the Cultural Diversity Center that serves as a liaison between the County Government and the County's many ethnic communities, and provides outreach and career development services, among other things.
- OHR is forging partnerships with American University, Montgomery College, the University of Maryland and other academic institutions to establish internship programs that tap into the Washington Metropolitan Area's diverse population.
- Employment informational seminars are planned through the Fall of '02 and Spring of '03 at designated County libraries particularly where large segments of language minorities reside.
- OHR serves as a member of the Montgomery College Disability Support Services Advisory Committee, providing the opportunity to network with individuals with disabilities and their service providers.

### **Women**

- The County sponsors programs promoting outreach and related services to women through the Montgomery County Commission for Women. These programs include:
  - Re-entry to the Workforce Workshop
  - Take Your Daughter to Work Day
- The County places advertisements on web-sites, attends job fairs and a series of seminars designed to assist women in their job search to promote employment opportunities with the County Government, including:
  - Women's Fair
  - ivillage.com
  - Advancing Women's Career Center ([advancingwomen.com](http://advancingwomen.com))
  - Career Exposure ([careerexposure.com](http://careerexposure.com))

### **Minorities**

- OHR has established contact with Radio One, a minority-owned radio station, to pursue its media outreach strategy. Additionally, a television interview was recorded in May 2002 on the Spanish "Que Pasa" show on Montgomery County cable to educate the Hispanic population on the employment process

in Montgomery County and motivate them to consider Montgomery County a viable employer. This interview has played several times.

- OHR has advertised job opportunities in the following publications/web-sites with high minority readership.
- Affirmative Action Register
- DiversePro ([diversepro.com](http://diversepro.com))
- Washington Afro American
- Best Diversity Employers ([bestdiversityemployers.com](http://bestdiversityemployers.com))
- Baltimore Sun
- Hire Diversity ([hirediversity.com](http://hirediversity.com))
- Minorities ([jb.com](http://jb.com))
- IMDiversity ([imdiversity.com](http://imdiversity.com))
- DCJobs.com
- Blackworld.com
- National Assoc. of African Americans in Human Resources ([naaahr.com](http://naaahr.com))
- National Forum of Black Public Administrators
- National Urban League ([nul.org](http://nul.org))
- Black Caucus American Library Association
- Minorities Job Bank ([iminorities.com](http://iminorities.com))
- [Job.blackcollegian.com](http://Job.blackcollegian.com)
- Saludos ([saludos.com](http://saludos.com))
- LATPRO.com
- OHR supports the activities of the African American and Hispanic Employees Associations and co-sponsors educational and career development programs offered by these two organizations.
  - OHR has attended the following job fairs to promote job opportunities within minority communities:
  - NAACP Diversity & High Tech Job Fair
  - Representative Albert Wynn Job Fair
- OHR has advertised job opportunities in the following publications/web-sites targeted at ethnic communities:
  - El Pregonero
  - Hispanic Reporter
  - El Tiempo Latino
  - Washington China Post
  - Washington China Times
  - Korea Times
  - Vietnamese Weekly
  - The County has participated in the following ethnic festivals and job fairs for the purposes of recruitment outreach:
    - Ethnic Heritage Festival
    - Baltimore Sun's Career Fair
    - El Pregonero Hispanic Job Fair
    - Latino Heritage Month



- OHR has established liaisons with a variety of organizations representing ethnic and multicultural alliances for the purposes of announcing employment opportunities. These organizations include:
  - Hispanic Unidos Para Rockville
  - Hispanic Employees Association
  - African American Liaison
  - Asian American Liaison
  - Hispanic Liaison

### **Special Recruitments**

- The County has participated in the following outreach events to address special recruitment needs:
  - University of Baltimore Criminal Justice Career Day, (Police, Corrections, Sheriff)
  - Towson University Career Day, (Police)
  - Anne Arundel County JSEC Job Fair (Police)

## ACTION PROGRAMS

Fiscal year 2002 was an exciting year of many accomplishments in the area of EEO and workforce diversity. The County's commitment to the guiding principal of **appreciating diversity** was evidenced through a variety of County-wide and department-specific initiatives. Through collaboration with departments, agencies, businesses, colleges, and community organizations, the County has enhanced and strengthened ongoing projects and begun new initiatives designed to promote a diverse and inclusive workforce. This section highlights the progress made with respect to ongoing programs as well as new and improved programs designed to support the changing needs of our workforce.

## DISABILITY PROGRAM SERVICES

Montgomery County has dedicated resources to providing services for disabled individuals in the workforce. These services include counseling, reasonable accommodation, alternative placement, and disability retirement counseling. The lead entity responsible for providing these services is the Disability Program Manager in the Occupational Medical Services (OMS) Team of the Office of Human Resources.

In FY 02, OMS counseled 63 employees on issues related to disability (not including disability retirement meetings), and participated in 24 interventions with other departments. In addition, 15 long term accommodations were provided to employees, which allowed them to continue working in the jobs that they were hired for. Throughout the fiscal year, over 100 short term or temporary accommodations were provided. The Disability Program Manager also met with agency representatives working with individuals with disabilities in an effort to recruit qualified individuals with disabilities.

In addition to these activities, individual departments embarked on their own initiatives in support of the disabled. The Department of Public Works and Transportation is an active participant in the *Bridges* program, sponsored by the Marriott Corporation, which supports the hiring of the disabled. Finally, numerous County departments and agencies have provided reasonable accommodations to their disabled employees, including modified work schedules, leave, telecommuting, light duty work, reassignments, and job restructuring.

## ADA COMPLIANCE PROGRAM

Montgomery County is committed to providing residents with disabilities the opportunity for full participation in all its programs, services and activities. While access to County government programs, services, buildings and facilities is required under Title II of the Americans with Disabilities Act, is also a part of the County government's overall commitment to providing quality customer service to all of our residents.

The County's Americans with Disabilities Act (ADA) Compliance Officer is responsible for ensuring that all of Montgomery County Government's programs, services, buildings and other facilities are accessible to people with disabilities. This responsibility includes providing information, technical assistance and training for County staff on ADA issues.

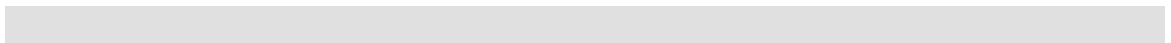
A variety of educational and awareness programs, presented cooperatively by the Office of Human Resources and the ADA Compliance Office, are available for County employees. These programs are designed to promote an understanding of the ADA law and effective techniques for communicating with people with disabilities. During FY02, a subcommittee of the County Executive's ADA Initiatives Task Force developed and began to implement a plan to raise the awareness of County staff to ADA issues and resources.

A disability awareness video and ADA information are now included as part of the orientation program for all new employees. In addition, information on ADA responsibilities and resources is available on the County employee intranet site and articles highlighting ADA resources have been included periodically in the bi-monthly employee newsletter, *Overtimes*. County Cable Montgomery has broadcast a public service announcement prepared by the National Organization on Disability that is designed to combat negative stereotypes about people with disabilities. These efforts will continue in FY03.

The Office of Human Resources and the ADA Compliance Officer have begun to update and improve existing ADA related training programs. When the ADA was enacted, the County inaugurated comprehensive ADA training. ADA training is mandatory for managers and optional for other employees and has follows the format developed in the early 1990's. In FY02, several new training options were piloted, including workshops presented by trainers with disabilities and training developed to meet the needs of specific departments or work units. A new TTY training, presented by a trainer who is deaf, was provided for thirteen departments and was extremely well-received. Although primarily focused on educating staff on using the TTY equipment, this training also included information on deaf culture, on communicating with people who are hearing impaired, and on Maryland Relay. A program, "New Faces in the Workplace," was developed and piloted for the Diversity Council. Three County employees with disabilities presented the program focusing on how they use assistive technology and other techniques to do their job. Targeted trainings, designed to meet the specific needs of a department or work unit, were developed for and presented to the Commission on

Women, the Mid County Regional Center and Wheaton Urban District staff, and the Department of Public Works and Transportation.

In FY03, the Compliance Officer and the Office of Human Resources plan to expand these targeted trainings to more departments and update the disability awareness training with new speakers and ideas. The training presented by trainers with disabilities has received a strong positive response and will be expanded beyond the pilot projects.



## EEO COMPLAINT PROCESSING PROGRAM

The EEO and Diversity Management Team in OHR is responsible for managing the EEO Compliance function for the County Government. The Compliance function of the Team is responsible for investigating complaints of discrimination from employees, applicants, contractors, and other individuals who conduct business with the County government. The investigative unit operates separately and distinctly from the diversity management function of the Team and acts as an independent, neutral finder of fact in the investigation of discrimination complaints. The unit approaches all complaints as an impartial third party, representing neither management nor employees. Under the auspices of the EEO Officer, investigators perform comprehensive factfinding in accordance with internal procedures, render impartial determinations, and make recommendations for appropriate, equitable actions.

The EEO Complaint Processing Guidelines and the County's Policy on Sexual Harassment (contained in the Appendices) provide some of the procedures related to processing complaints of discrimination. Information on discrimination complaints received by the County is tracked in the EEO Case Log. This access database maintains information on all internal and external complaints of discrimination against the County. This information is periodically reviewed for departmental trends and to identify areas of need. The information is fed back to departments and the Chief Administrative Officer in management reports for their consideration.

In FY 02, the EEO & Diversity Management Team processed a total of 50 EEO complaints and handled an additional 51 inquiries from managers and employees. Of the 50 complaints, 33 were filed and resolved internally and 17 were file with external (Office of Human Rights, Equal Employment Opportunity Commission) agencies. Additional data on the number and types of complaints investigated in the past fiscal year are provided in Section 12, *Internal Audit Processes*.

## ALTERNATIVE DISPUTE RESOLUTION

In a continuing effort to resolve workplace disputes in an efficient and effective manner, Montgomery County has striven to develop new and innovative ways to address complaints and interpersonal conflicts in the workplace. To this end, the County, in conjunction with the collective bargaining units, as appropriate, has implemented several new processes to resolve grievances and conciliate conflicts, as alternatives to standard grievance processing and complaint investigation. Some of these processes are described below:

- ***Mediation***

Mediation is an informal, completely voluntary process that provides parties to a dispute with a safe, non-threatening forum to air their dispute and work out their own, mutually agreeable resolution to the problem. The process is facilitated by a trained mediator who serves as a neutral third party. The mediator does not act as a decision-maker or counsel to either party, but rather helps the parties develop options in search of a resolution to the problem. The process is conciliatory as opposed to adversarial and the parties retain control of the outcome. Finally, the process is free, confidential, and voluntary. This program began as a means to resolve EEO complaints (see Mediation Fact Sheet in Appendix), but has since been expanded to cover other types of workplace conflicts. Two complaints were successfully resolved through mediation in FY 02.

- ***Pre-Discipline Settlement Conference***

The Pre-Discipline Settlement Conference was developed jointly by the County and the Municipal and County Government Employees Organization (MCGEO) to provide a quicker, more efficient redress of proposed disciplinary actions by management. The process begins after a Statement of Charges for proposed discipline is issued to an employee. If the County and MCGEO agree, a Pre-Discipline Settlement Conference may be held to present relevant information regarding the proposed disciplinary action to a Committee comprising representatives of management, MCGEO, and the Office of Human Resources. After considering the information presented, the Committee issues a decision on a disciplinary recommendation. The recommendation is then implemented. A total of 59 Pre-Discipline Settlement Conferences were held in fiscal year 2002.

- ***Advisory Arbitration***

Advisory Arbitration is an alternative to the process of binding arbitration currently agreed to by the County and the union to resolve contract grievances. Under Advisory Arbitration, the parties may voluntarily agree to present the disputed issue to a qualified arbitrator selected from a panel of individuals agreed upon by the County and MCGEO. Under an expedited proceeding, the arbitrator presents the parties with an informed “view” on the matter, as opposed to a binding decision. If the arbitrator’s recommendation is not accepted by the parties, the parties may proceed through the

normal process of binding arbitration; the information from the advisory arbitration may not be used in any subsequent proceeding.



## **EEO & DIVERSITY MANAGEMENT TRAINING PROGRAMS**

The Office of Human Resources' Training Team works in concert with the EEO & Diversity Management Team to assess training needs in the area of EEO and diversity management, and design and implement educational and training offerings in response to those needs. In FY02, the EEO & Diversity Management Team developed new mandatory *EEO Compliance Training for Managers and Supervisors*, to enforce regulatory requirements that all supervisors be trained on the County's EEO policy and educated on their unique responsibilities in this regard. This mandatory training was also in response to the Montgomery County Diversity Council's recommendation that EEO and diversity management training be made mandatory for all supervisors. In addition to this, the Mandatory Workplace Harassment training was retooled for the workforce. Managers are responsible for ensuring that all employees under their supervision have received this training and are strongly encouraged to repeat such training at least every five years, or sooner, as necessary.

- Preventing Workplace Harassment Training (mandatory)
- EEO Compliance Training for Managers and Supervisors (mandatory)
- ADA Update Seminar
- Diversity Studies Certificate Program
- Communicating Services Across Cultural Lines
- Today's Diverse Workplace
- ADA is Customer Service
- ADA Title I and Title II
- Disability Case Management Program: The Supervisor
- Conflict Resolution
- Conversational Spanish

## **THE INTERNSHIP/APPRENTICESHIP PROGRAM: A WORKFORCE DEVELOPMENT MODEL**

In 1997, the County Executive launched The Partnership For Youth Advancement Internship Program (PYA) Program, coordinated by the Office of Human Resources. The goal of the Program was to provide students from diverse backgrounds, cultures, disabilities, socio-economic characteristics and origins with relevant unpaid work situations that offer them practical experiences, career alternatives and real-life workplace situations. We are continuing to improve and expand this program.

Now, in 2002 as part of the workforce development and succession planning initiative, OHR is developing a comprehensive, on-going strategic process that will identify and address the County's future workforce needs. The program reaches out to students with diverse backgrounds, cultures, and races. The Internship/Apprenticeship program offers learning opportunities to students.

The program will assist interns develop their potential and ability to succeed in a highly complex workforce. By combining rigorous school and work-based learning opportunities with enhanced career exploration and guidance, the County's program will develop students with stronger skills so they are better prepared to go directly into the workforce. Students will then be able to make the connection between the classroom and the world of work.

The program will provide opportunities for Internships for High School and College students, as well as apprenticeship for students. OHR is committed to investing the resources necessary to augment our existing program with improved administrative processes and value added features. The overall goal is to implement a long-term workforce development and succession planning model for the County.

## WORK/LIFE INITIATIVE

The County's original Work/Life Committee was established in 1992. Early committee initiatives included flex-time, the compressed work schedule, and a pilot telecommuting program. The committee was re-established in 2000 with members designated by departments that chose to participate. The new committee established a mission statement:

The purpose of the Montgomery County Work/Life Committee is to support the County's Office of Human Resources' mission to attract, develop, and retain a diverse, high-performing and well qualified workforce by recommending policies and programs that:

- *Create a workplace that integrates and balances work, family, home and community life.*
- *Maintain a harmonious, respectful and supportive work environment.*
- *Enable and encourage employees to maximize their potential contributions to the workplace.*

One of the committee's first undertakings was to gather information for a resource directory for employees. Completed in FY 02, the *Resource Directory* is a compilation of many of the work/life program options available to County employees as well as governmental and community resources to assist employees balance the demands of work and personal life. The directory is available on the County's intranet site (OHR's Resource Library) for easy access.

In FY 02, OHR obtained a Telework Partnership With Employers (TPE) grant funded by the Maryland Department of Transportation and administered through the Baltimore Metropolitan Council, Inc. to support development and implementation of a new telework program. The telework pilot program is still in progress. A survey of the teleworkers and their supervisors is now underway; a report of the survey findings and recommendations is expected in the fall of 2002. At the present time, there are 25 active teleworkers, working from home an average of four days per month. There was some attrition from the original group due to retirement, illness, and lack of suitability of some of the jobs for telework. The majority of teleworkers are employees of the Department of Health & Human Services; other participating departments include Public Works & Transportation, Police, and Libraries. A range of job titles is represented by the group; most teleworkers are professional employees, there is one office support employee, and there are two employees with expertise in information technology.

Some of the current programs and services offered by the County in support of work/life balance include:

- alternative work schedules
- telework pilot program
- training and career development programs

- tuition assistance
- employee wellness programs
- transit subsidies, including free transportation on County Ride-On buses
- dependent care flexible spending account
- ergonomics surveys
- financial planning
- parental leave
- family sick leave

## **DIVERSITY DAY CELEBRATION PROGRAM**

In 1995, the County Executive launched a County-wide Diversity Initiative designed to create a positive work environment across all departments and agencies. An important part of this initiative was the establishment of an Annual Diversity Day Celebration. Since its inception, the Office of Human Resources has been the lead County agency responsible for organizing the Annual Montgomery County Diversity Day Celebration Program.

In FY 02, the Diversity Day Celebration featured keynote speaker Paul Igasaki, Vice Chair of the U.S. Equal Employment Opportunity Commission, diversity related exhibits, international foods and live ethnic entertainment. Thanks to the generous support of the Gazette Newspapers, which provided free advertising, the County's Diversity Day Program was able to promote a food drive to benefit the Manna Food Services charity in Rockville, Maryland. In addition, the County's Department of Public Works and Transportation provided free shuttle buses in various locations of the County to transport employees and members of the community to the festivities in Rockville. The combination of nationally known speakers, multi-cultural entertainers, international foods, and diversity-related informational exhibits, resulted in an extremely successful celebration of diversity that was enjoyed by all.

In FY 03, the County's Diversity Day Celebration was retooled and officially co-sponsored by the Montgomery County Diversity Council and the Office of Human Resources. Planning for the 2002 program includes multiple events (beyond the traditional one-day October event), including a diversity focused health fair in the winter and education fair in the summer of 2003. The FY03 Diversity Day Celebration "kick-off" program is scheduled for October 18, 2002 and will feature renowned diversity related author and motivational speaker, Diane Sutton, a new Departmental diversity awards presentation, and inspirational performances by the Montgomery County Police Gospel Choir and many other live performers.

## **DIVERSITY COUNCIL ANNUAL REPORT**

The Montgomery County Diversity Council was established in 1997 as an element of the County's Workforce Diversity Management Initiative under the auspices of the Office of Human Resources (OHR). The Council provides advice to the Chief Administrative Officer and OHR on matters related to equal employment opportunity and workforce diversity, including the implementation of the County's EEO and Diversity Action Plan. The Diversity Council also serves as a communication link for employees and community groups on diversity-related matters. The Council meets monthly and comprises representatives from County departments, employee associations, County-funded agencies, special population groups, community liaisons and selected organizations.

The Diversity Council's by-laws (see Appendix) states that the purpose and mission of the Council is to strive to create an environment of conscious acceptance, education, and inclusion of diversity within Montgomery County. The Council works to ensure that all employees are afforded equal opportunity in all areas of employment, programs and services provided by the County.

### **Major Achievements and Accomplishments - FY 2002**

- Issued Diversity Council Resolution commemorating events of September 11<sup>th</sup> (attached).
- Previous year recommendation for mandatory EEO compliance training was implemented County-wide for supervisors and managers.
- Requested and reviewed report by EEO & Diversity Management Team in OHR on internal and external EEO complaints in Montgomery County.
- Redesigned Diversity Management website to include Council issues and related diversity links.
- Collaborated and assisted OHR in implementation of Diversity Day Celebration Program.
- Developed statement of roles and responsibilities for Diversity Council Representatives.
- Commenced multi-year project to develop diversity focused planning tool for County departments utilizing newly released Census 2000 data.
- Conducted special presentation on Census 2000 information for Montgomery County.
- Conducted special presentation on assistive technology for the disabled.

# ***MONTGOMERY COUNTY DIVERSITY COUNCIL***

## **RESOLUTION**

***Whereas***, on September 11, 2001, our nation suffered a national tragedy in which many lives were lost and properties damaged in New York, Virginia, and Pennsylvania as a result of terrorist attacks on America. These attacks have, once again, challenged the many principles and values of diversity and tolerance in the balance between the protection of individual rights and the common security and safety.

***Be it resolved*** that September 11, 2001 shall be observed as a day of solemn remembrance, steadfast resolve, and renewed commitment to the principles of liberty, justice and equality in honor of those whose lives were lost on this day. We resolve that these principles, linked inextricably with the values of diversity and tolerance, shall not be diminished by the heinous acts of those who attacked our nation. Nor shall we, who adhere to these ideals, be intimidated into abdicating these principles by succumbing to the senseless hatred embodied by the perpetrators of these criminal acts.

Ours is a land of many peoples, unified in America, forging communities structured upon freedom, tolerance, equal opportunity, and working for the greater good of all. In the stead of ignorance, we promote education; in the stead of misunderstanding, we celebrate acceptance; and in the stead of divisive hate, we stand indivisible, Americans.

We designate this day as a day of mourning and remembrance in honor of those whose lives were lost in New York, Virginia, and Pennsylvania, and resolve that their loss shall not be in vain. Rather, their loss shall serve as the impetus for the renewal of strong, unshakable commitment to freedom, justice and tolerance. We also hereby resolve that this day shall serve to commemorate the heroic efforts of our uniformed personnel and volunteers who risked their lives to save humanity.

***It is therefore resolved*** that September 11, 2001, shall be remembered in Montgomery County as a day when Americans stood together, united in our diversity, in honor of those lost.

Signed by Phavann Chhuan  
Chair, Montgomery County Diversity Council

9/20/01  
Date

## **MESSAGE FROM THE COUNTY EXECUTIVE**

September 11, 2001 will always be remembered as a day when our way of life was attacked. The attack was more than an attack on our citizenry; it was an assault on our values. It is a day that will forever remind us of the destructive effects of senseless hatred. However, one of the unintended effects of the terrible acts that took place on that day was the galvanizing of a nation. As a nation and as a community, we have become stronger, more unified, and more resolute than ever to rise up against hatred and injustice.

We, in Montgomery County, have risen to the challenges before us. Our Police and Fire and Rescue personnel have worked tirelessly to respond to the crisis, rescue the victims, and ensure the safety of our citizens. Countless other citizens have volunteered their services to aid, comfort, and give lifesaving blood. We commend all of our citizens and uniformed personnel for their extraordinary acts of bravery and humanity. As each day passes, more and more citizens are called to serve our country, including those in the military reserve. We pledge our support to our reservists called to duty during this national emergency, and will ensure their rights and benefits under County and Federal laws.

I am proud of the way our County employees have come together to support one another. I have witnessed unparalleled acts of kindness, solidarity, and indeed, heroism. Yet, we have also heard of some unfortunate reactions in our midst. Some have turned their anger into hostility against certain ethnic and religious groups. We know that this kind of reaction is misplaced and unjust. We also know that evil and injustice can prevail only if it spawns evil and injustice in us. I ask you to recommit yourselves to the values and principles that we as a nation fought and died for: freedom, human rights, and the concomitant respect for diversity. We will neither tolerate nor succumb to the iniquity of bigotry in our workplace or our community.

To that end, I am proud to endorse the Resolution passed by the Montgomery County Diversity Council that commemorates September 11, 2001 as a day of remembrance, honor, and unity through our diversity. Let Montgomery County be the beacon of tolerance and model of equal opportunity for all to emulate.

***Douglas M. Duncan***  
***County Executive***



## **FY 02 DEPARTMENTAL INITIATIVES**

Many County Departments and Agencies launched their own departmental initiatives to promote equal employment opportunity and diversity in the workplace. The following section itemizes those departmental initiatives undertaken in FY 2002 in support of the County's Guiding Principle of *Appreciating Diversity*. These initiatives and many others contributed to the County's success in living up to its commitment to equal employment opportunity and workforce diversity.

### **BOARD OF LICENSE COMMISSIONERS**

- Attended Diversity Council Meetings;
- Attended and co-sponsored Latin American Health, Pedestrian, Safety, and Cultural Fair;
- Attended Wheaton Community Day;
- Recognized as a supporter of Diversity by former OHR Director, Marta Perez at the Diversity Day Observance;
- Attended Diversity Council Retreat;
- Successfully recruited the Diversity Initiative Alcohol & Tobacco Enforcement Specialist Position;
- Co-sponsored Human Rights Commission Hall of Fame Induction.

### **COMMISSION FOR WOMEN**

- Career counseling and psycho/social counseling is available in Spanish at the Counseling Center. Other language capabilities offered during FY02 included: Portuguese, French, Mandarin Chinese and Norwegian.
- Workshops have been offered in Spanish on the following:
  - Cuando el Cuerpo Habla!
  - Su Carrera: Como Evaluar y Explorar Nuevas Opciones
  - Conozca su Personalidad y sus Preferencias: MBTI (Inventario Tipologico de Myers-Briggs)
  - Inteligencia Emocional: La Llave para el Exito
  - El Abuso Verbal en la Relacion
  - Latina Entrepreneurs: Desea Tener su Propio Negocio?
  - Sus Derechos Legales en la Divorcio
  - Como Llevarse Mejor con sus Hijos/as Adolescentes
- Outreach to the community this fiscal year included:
  - Appeared on the *Abriendo Puertas* radio program - 1540 AM, Radio Capital program - 1380 AM, and Spanish Language talk show, *Radio America* to discuss CFW services.
  - Posted *Guidebook for Victims of Domestic Violence* on the Commission for Women's website in both English and Spanish
  - Participated in the Montgomery County Public Schools Adult Education ESOL job fairs
  - Planned and co-sponsored *Preparing for Success* for low-income girls interested in attending college
  - Co-sponsored and participated in Diversity Day
  - Represented at the African-American Employees' Association Conference
- Created Summer Computer Camp Scholarships for low-income girls and girls for whom English is a second language. In FY 02, the Commission awarded scholarships to 48 students, of whom 27 (56 percent) indicated that English is their second language.

- Partnered with Montgomery County Business and Professional Women for the WOMENomics initiative. The WOMENomics Project is a pilot study to determine the issues of greatest concern to working women in Montgomery County.
- Met with the Women's Commission of the Liaoning Province of northeast China during their recent visit to the United States. The delegation was interested in learning about the Commission's achievements in advancing and protecting women's rights in various areas of social development.
- Planned and organized meeting with women from diverse local organizations during our Council of Presidents meetings held several times throughout year. One of the meetings focused on "Multicultural Inclusiveness: What Does This Mean for Women's Organizations?" and was presented by Wanda Resto Torres, the Latin American Affairs Liaison in the office of the County Executive.
- Presented an award as part of the Work Life Alliance Awards event. The Commission for Women Trailblazer award was developed by the CFW to recognize a local organization that has demonstrated an extraordinary commitment to equal opportunity and to the advancement of women within its corporation.
- In an effort to assist the Department of Fire Rescue Service with its attempts to attract more women and minorities to careers in fire rescue, the CFW sponsored and organized the Take Our Daughters to Work Day Program for Montgomery County Government Employees. This year's program focused on careers in the Fire/Rescue sector, an area that has been traditionally under-represented by women. Special effort is taken by the Commission for Women to include a diverse group of presenters. Special outreach is also undertaken to include the children of all Montgomery County Government Employees.
- Held the 22<sup>nd</sup> annual Women's Legislative Briefing in February in collaboration with a diverse network of over 70 local women's organizations.
- Organized and presented a workshop at the National Association of Commissions for Women's annual conference regarding the issue of women and girls in technology.
- Co-sponsored the Montgomery County Women's Fair.
- Published several fliers and brochures in languages including Spanish, Vietnamese and Chinese.
- Maintained an ethnically diverse mailing list for all of our mailings and outreach
- Advertised the Counseling Center's programs and services in *El Pregonero*, *La Nacion*, and *El Tiempo Latino*

### **COMMUNITY USE OF PUBLIC FACILITIES**

- Since becoming Director of CUPF in 1998, a conscientious effort has been made to increase the diversity of the staff. In the past four years the staff complement has increased from 18 to 28. At the present time, due to the hiring freeze and budgetary constraints, two of those positions remain vacant. I am pleased to report, however, that CUPF's current staff is representative of the county's

diversity, with 12% Latino, 12% Asian, 15% African-American, 61% white, 31% male, and 69% female.

- Continued to advise and support the Cultural Diversity Center and its New Americans Welcome Center by assisting staff at the Center as a resource whenever requested.
- Encouraged existing advisory committees to ensure diverse representation as they reorganized membership.
- Ensured that awareness training was incorporated into each monthly staff meeting.
- Served as a resource for a member of the Hispanic community as they began efforts to create a Hispanic cultural school in the county.
- Continued discussions with building management pertaining to the need for handicapped parking spaces.
- Supported the Diversity Council by serving as moderator for their annual planning retreat in addition to encouraging staff members to become active in the Council by serving not only on the Council, but its Guidance Committee and Diversity Celebration Committee as well.
- Translated all brochures into Spanish.
- Spoke with editors of the print media for the Chinese and Spanish populations to increase awareness of CUPF programs.

### **CORRECTION AND REHABILITATION**

- **JOB/CAREER FAIRS:**
  - Diversity Career Fair –Balston Common Mall (9-6-01)
  - Latino Festival – Montgomery County Fairgrounds (9-15 & 9-16-01)
  - Latino-American Heritage Celebration – Westfield Shoppingtown-Wheaton (9-23-01)
  - Hispanic Consumer Expo. – D.C. Convention Center (12-01 & 12-02-01)
  - Diversity Career Fair – City Place Mall (12-12-01)
  - Hispanic Business Institute via Montgomery College & Montgomery County HR (1-9, 1-16, & 1-23-01)
- **ADVERTISEMENTS:** (Translated in Spanish, Korean, and Chinese)
  - Latino Community News Mediums
  - El Tiempo Latino - 12 weeks (August – November)
  - El Pregonero – 12 weeks (July – Sept.)
  - Washington Hispanic – 12 weeks (July – Sept.)
  - Correctional Officer Posters were translated in Spanish and displayed on the Ride-On traveling routes throughout all County buses (250 routes and 15 metro routes) covering all commercial and residential areas
  - The Korea Times – 3 weeks (8-18, 8-25, & 9-1)
  - The Korean Weekly – 3 weeks (8-17, 8-24, & 8-31)
  - The Chosun Ilbo – 3 weeks (8-18, 8-25, & 9-1)
  - The World Journal – 4 weeks (8-18, 8-25, 9-1, & 9-8)
  - Washington Chinese News – 3 weeks (8-18, 8-25, & 9-1)

- A & C Business News – 4 weeks (8-17, 8-24, 8-31, & 9-7)
- Doi Nay – 3 weeks (8-16, 8-23, & 8-30)
- Thu Du Thoi Bao – 3 weeks (8-18, 8-25, 9-1)
- Thoi Moi Phu Nu – 3 weeks (8-17, 8-24, & 8-31)
- Communications were initiated with leaders of various churches and community organizations and followed up with mailings of advertisement posters translated in the specific language to disseminate to community members.
- To facilitate recruitment of persons from a broad spectrum of cultural and ethnic backgrounds the DOCR initiated the labor contract article that provides a stipend for staff members who are fluent in a language other than English. DOCR provides testing options for any of the 156 languages spoken by ESOL student in the Montgomery Public School System. The proposal was approved by the County and MCGEO and is now part of the collective bargaining agreement. To date after six months the following languages are part of the tested cultural competency of this agency with others to come:
  - Spanish
  - Yoruba
  - Urdu
  - Vietnamese
  - Korean

### **COUNTY EXECUTIVE**

- The Offices of the County Executive supported and staffed the Office of Community Outreach (OCO) and the Committee for Ethnic Affairs in their mission of reaching out to diverse communities and promoting a mutually beneficial relationship.
- OCO coordinated African American/Black, Arab, Asian, Latino/Hispanic and Native American heritage celebrations and other events commemorating different milestones in the history of Montgomery County.
- OCO coordinated the County Executive's 7<sup>th</sup> Annual Interfaith Prayer Service that was held at a mosque for the first time.
- OCO published the "In Touch" newsletter in an effort to share information about the various outreach activities performed by the Office of Community Outreach and highlighted some of the outreach efforts of other County agencies.
- OCO prepared comprehensive, multilingual brochures and informational flyers on numerous County activities and services of special interest to ethnic populations.
- OCO developed a Spanish language services directory providing contact information for County and non-profit services that provide immediate access to Spanish speaking service providers.
- OCO performed outreach through mass media and direct personal contacts to provide information to ethnic communities about employment opportunities and several County programs and services.
- OCO coordinated housing, education, health, public safety, economic development and employment fairs targeted to the special needs of the County's diverse populations.
- OCO assisted in identifying and selecting areas for print translations.

- OCO assisted in alerting media on issues related to ethnic communities.
- The Offices of the County Executive maintained communication and working relationships with the African American, Hispanic/Latino, and Asian American Advisory groups.
- The Offices of the County Executive coordinated several public forums throughout the County on Emergency Preparedness in the wake of September 11, 2001. One such forum was co-hosted by the Committee for Ethnic Affairs and targeted at reaching ethnic communities while another forum was targeted at reaching the County's seniors. Emergency Preparedness information was printed in seven languages and was made available at locations throughout the County.
- The Offices of the County Executive also focused considerable attention on the issue of pedestrian safety by promoting pedestrian safety throughout the County and meeting with members of the Spanish speaking community to discuss ways to improve pedestrian safety for that population and subsequently applied for a grant to fund a marketing campaign to increase awareness in the Spanish speaking community of the need for pedestrian safety. The status of that grant application was not available at the time of this printing.
- The Volunteer and Community Service Center was an example to the community by providing an in-house volunteer opportunity for a person with a disability to work on a specific project. The Volunteer Center also increased promotion of an annual bone marrow drive geared toward attracting African American bone marrow donors and increased promotion to the Spanish speaking population of the annual Community Service Day and Family Volunteer Weekend.

### **ECONOMIC DEVELOPMENT**

- Recruit Diverse Population for Programs:
  - The Department of Economic Development recruited persons for the Small Business Mentorship Program. Sixty percent of the participants are women business owners, and forty-four percent are minorities. The purpose of the program is to match recently started business owners with the more experienced entrepreneurs.
  - Fifty percent of the persons selected by the Department to speak at the Small Business Conference were minorities, representing an approximate 10 percent increase from FY01.
- Increase the Number of Minorities on Staff:
  - The new Division of Workforce Investment Services added four (4) positions. Three of the four persons hired are minorities.
  - One goal of the Department for FY02 was to retain the current employees and to maintain or increase the number of minorities and women. The management team of the Department developed incentives by improving office spaces, awarding for performance, and maintaining an open door policy.
  - The work force analysis indicates that the Department has more than 48 percent minority employees.
- Translation of Materials and Resources:

- Several notices about seminars and conferences were translated into Spanish for distribution to Hispanic business leaders and owners of business.
- The Department was successful in attracting foreign companies to visit the County through the brochures translated in French, German, and Japanese.
- A staff person at the Business Resource Center, a component of the Department, translates and interprets documents from English to Spanish to counsel persons speaking only the Spanish language.
- Outreach Activities:
  - The Department succeeded in providing more outreach to minorities and women business organizations. This outreach effort included co-sponsorships of programs with the African-American Business Council, National Association of Professional Asian American Women (NAPAW), Women Business Owners of Montgomery County, Hispanic Chamber of Commerce, and Business and Professional Women of Montgomery County.
  - Montgomery County is the only County government body with a representative on the Maryland/District of Columbia Minority Supplier Development Council. The purpose of the Council is to provide a link between corporations and minority business partners, bring together corporate buyers and certified minority business enterprises, and inform corporations about products and services provided by minority businesses.
  - The Department received foreign delegations from Korea, Taiwan, China, Singapore, Europe, Africa, and South America. We presented to the delegations information on how the County helps the local businesses to compete globally.
  - The Department supported and managed the Empowerment Grant to the Hispanic Chamber of Commerce for a Maryland Minority Procurement Center.
  - Howard University Continuing Education and the NAACP formed a partnership to initiate an incubator for minority businesses. The staff at the Department advised the both parties on the incubator concept and the model to develop the operations.

### **ENVIRONMENTAL PROTECTION**

- DIVERSITY HANDBOOK:
  - Introduction: The Department of Environmental Protection's (DEP) mission is to use environmental science initiatives to achieve quantifiable improvements in the quality of the environment, and thus naturally the quality of life, in our community. DEP addresses issues including stormwater management facilities, noise, illegal dumping, outdoor air, radon, mold, energy, sewer and public water rights, provision for water and wastewater services, and the health of all County waterways and watersheds. DEP's broad span of responsibilities includes foremost outreach helps all County citizens safely enjoy their homes, workplaces, schools, businesses, and leisure time in parks and neighborhoods, while ensuring citizen education on ways to protect the environment.
    - Environmental Partners: dynamic cooperative pollution prevention program between DEP and business owners in a variety of industries; initial target audience is small-business auto repair and auto-body shops, many of which

are owned and/or staffed by Hispanic Americans. Goals: to help these businesspeople save money, time, labor, and resources, while helping to protect and enhance the health of the environment; to benefit employee health by emphasizing use of no-to-low toxics; to train business owners and employees about the benefits of no-to-low toxics to accomplish essential tasks, and on proper cleanup of everyday spills; funded printing of all its publications in English and Spanish. Next goal: Dry-cleaning establishments utilize PCE, a highly toxic agent, and also consume large quantities of water; these businesses are largely Asian-American owned; publications will be printed in several Asian languages when funds become available. Update June 2002: 45 site audits conducted

- Environmental Management System (EMS) training has been completed by five County Departments; continues into its next phase in FY03. Goals: each employee and Department has a significant impact on the environment: educate managers and employees to minimize that impact by, e.g., purchasing recycled products for the office, ensuring that fleet vehicles are fuel-efficient and well-maintained; benefit employee health by emphasizing use of no-to-low toxics.
- The Water Quality Protection Charge: included on all 2002 tax bills; educational seminars given at locations throughout the County. Goal: Inspection and maintenance of three thousand stormwater management facilities, comprised of wet ponds, dry ponds, sand filters, infiltration trenches, oil grit separators, and underground storage structures, all imperative to continue to remove pollution, recharge groundwater, protect stream banks, and keep roads from flooding; provide the funding to maintain these structures.
- Noise Control Program: address neighbor-to-neighbor and neighbor-to-business issues in communities populated by a wide range of ages, races, and cultures living in close proximity to one another, often having no common language; apartment and townhouse communities especially challenged when their residents differ in perception of acceptable “norms” for noise-tolerance regarding children, footfall-traffic overhead, music, TV, machinery, voice-levels, and the hours for which any or all of the above may vary; also of growing concern are down-county mixed-use revitalized communities, in which businesses abut homes. Goal: to teach responsibility and respect, and to educate re: Noise Ordinance laws, within the entire community, as noise-induced stress greatly impacts relationships within densely populated developments.
- DEP’s Solar Roofs Program educates consumers about photovoltaic (PV) systems, which convert sunlight directly into electricity. Goals: to lower energy costs, as well as increase awareness of energy conservation.
- DEP’s Countywide Stream Protection Strategy: since 1980, first countywide assessment of conditions in 1500 miles of streams; intensive and cooperative multi-agency and community-volunteer effort which evaluated data from over 200 monitoring stations. Findings: most severely impaired streams are generally located in older, down-county areas, developed before stormwater



controls were required to manage increased runoff; outmoded land development practices in these areas piped headwater streams and springs and filled in wetlands. Goal: restoration of healthy conditions to down-county waterways, so that residents of these older and multi-family housing communities may once again enjoy the creeks and streams in their parks and neighborhoods.

- Customer Service/Outreach:
  - One of our program managers received the honor of a 2001 “Montgomery’s Best” Award, in the category of Customer Service.
  - Our Indoor Air Quality Specialist presented a Radon and Health seminar in Tobytown, a predominantly Black community.
  - In Lincoln Park, one of our Senior Engineers gives briefings re: methane gas levels from the old County dump site, almost adjacent to the small, historically Black enclave; working with DPWT to vent methane from the area; installing free alarms in potentially affected local businesses.
  - DEP’s website, renowned for quality, receives thousands of hits daily; much information, and many links, in Spanish; DEP’s Webmaster won the Audubon Naturalist Society’s Education Award for 2001; in 2002, our IT staff posted many of DEP’s forms onto our website, providing rapid submission and easing the process for deaf and non-English-fluent customers.
  - To facilitate investigations, Nextel radios allow immediate contact with DEP colleagues who speak Farsi, French, German, Gujarati, Hindi, Portuguese, and Spanish.
  - In 2002, DEP sponsored the United Nations Fellow, an environmental scientist from Uzbekistan; learned much of economic and environmental issues in his struggling country; enjoyed daily contact as we discussed his life, family, and his majority-Muslim community.
  - DEP employees staff the Home Energy Exposition, to provide energy-savings tips to recipients of energy assistance benefits; advertisements targeting the Vietnamese and Hispanic communities are published in those languages; participate in the Public Service Commission Universal Service Working Group, which addresses the provision of electricity to low income customers, and encourages outreach to target vulnerable populations/communities.
  - Members of the Friends of the Montgomery County Conservation Corps (MCCC), which trains and employs qualified disadvantaged youth; since 1996, DEP contracts have MCCC employees perform a variety of DEP projects, e.g., inventory of stream conditions, perform essential maintenance on stormwater management facilities, etc.
- Employee Support:
  - DEP’s appointee to the Diversity Council also a member of the Guidance Committee; as Chair of the Training Task Force, she coordinated, drafted, edited, and submitted to Council a 5-page report which detailed recommendations for FY03; is in her eighth year of serving as Entertainment Coordinator for the Annual Diversity Celebration, for

which she manages budgets ranging from two-to-seven thousand dollars. Funded The Mystic Warriors, County residents who comprise a popular Andean pipes and woodwinds band; funded plants and flowers with which the EOB is decorated; and supported the involvement of another staff member who provides entertainment for the Day's prelude.

- DEP is committed to seeking a full range of applicants to its positions, and to promote from within; funds job announcements to be sent to agencies and organizations that traditionally serve minorities, and to community, media, and religious organizations with ethnic-community audiences.
- Since 1988, DEP employs a blind person; in 2001 increased her responsibilities by purchasing technologies that have enabled her to greatly expand her skills and rapidly progress from front-desk reception work into an office of her own; works in ACCESS and other databases to maintain, update, and enter critical data pertaining to environmental case management; serves as complaint taker for approximately half of her workday, furnishing information and referrals to the public and providing DEP's investigators and managers with essential support.
- Support our employees by furnishing them with furniture, equipment, telecommuting options, and flexible scheduling, to make their offices ergonomically correct and comfortable, their workload manageable, and our mutual goals achievable.
- In Summation:
  - In June 2002, the above delineated efforts to reach, educate, and assist our many communities in wise environmental practices culminated in DEP's receiving three National Association of Counties' (NACO) Awards; DEP's Groundwater Protection Strategy, the Solar Roofs Program, and the Radon Survey Program cited for innovation, clarity of purpose and delivery, cost-effectiveness, customer-service focus, inclusion of the public in the processes, outreach to citizens, and open solicitation of citizen input via various communication tools (advertisements in print and radio, Internet postings, seminars County-wide, etc.)
  - Since 1996, DEP has received fifteen NACO awards, showing recognition of DEP's nation-wide reputation as an agency hallmarked by both the quality of its programs, and by the dedication of its staff to interacting closely with, and heeding the needs of, all County residents.

### **FINANCE**

- Continued to support and promote opportunity and diversity in the work place through on-going and conscientious effort by management to raise awareness of the importance and acceptance of diversity throughout the department.
- Promoted the participation in the County's Diversity Council activities with the election of the Department representative as Chair of the Council.
- Attended regular monthly Diversity Council's meeting and annual retreat.
- Was instrumental in the development of a resolution recognizing the 9/11 national tragedy and stressing the many principles and values of diversity and tolerance in the

balance between the protection of individual rights and the common security and safety

- Regularly reported the Council's activities and issues on the monthly department report.
- Sponsored and participated in the County's Diversity Day.
- Regularly posted training and professional development information and encouraged participation by all staff in the program.
- Encouraged the participation by staff in the County's diversity activities including the Diversity Day and Take Your Daughter to Work Day.

### **FIRE AND RESCUE SERVICES**

- **Candidate Physical Ability Test Mentoring:** The candidate physical ability test (CPAT) is the entry-level physical test used by DFRS to evaluate candidates for the job of Firefighter/Rescuer. In order to ensure equal application of the CPAT and to ensure that the CPAT does not have an adverse impact on women and minorities, DFRS initiated a fitness mentoring program. The fitness mentoring program helps to prepare candidates for the physical conditioning of CPAT. Another aspect of mentoring provides an in-depth introduction to the fire and rescue service, attempts to help the candidate develop a feel for the mental demands of the job and helps to outline a life-long physical fitness and wellness perspective. The program has been successful in obtaining a passage rate for women that is higher than that obtained by other jurisdictions using the CPAT. Due to this success, DFRS has been selected for partnership with Women in the Fire Service, Incorporated, an international organization representing women in the fire service, to be a model of CPAT administration. The Department of Justice also utilizes DFRS as a national example of how to implement the CPAT. The CPAT mentoring program also ensures continued diversity by conditioning prospective employees for the physical demands of recruit school and a career in the fire and rescue service.
- **Entry-level Testing:** DFRS conducts test-taking seminars and interview skills seminars prior to the written entry-level exam and the oral interview exam. These seminars are conducted to assist in preparing candidates for the written entry-level exam and subsequent oral interviews.
- **Take Our Daughters to Work Day:** For the second year DFRS, in partnership with the Commission for Women, participated in the "Take Our Daughters to Work Day." Despite the rain there was no dampening of spirits as over 300 children participated in an interactive orientation. Activities for the children varied from having them clean up mock Hazardous Material spills to participating in fire, rescue and emergency medical related casualties. Children who participated in the afternoon session received "goodie bags" that contained safety items. In addition to the above, a DFRS representative was one of three female guest speakers who was invited to participate in the Take Your Daughter to Work luncheon sponsored by the Women's Bar Association. This program was directed primarily at adolescent girls from minority backgrounds who often do not have the opportunity to meet successful women.
- **Recruiting:** The goal of DFRS is to increase and diversify the pool of applicants for all positions in the division. The recruiting effort is comprised of many activities.

Radio and newspaper advertising is targeted for recruiting Firefighter/Rescuer entry-level positions, with an emphasis on underrepresented populations. Recruiting office personnel have and continue to attend community-based activities and job fairs including the Montgomery County Latino Outreach Group, Multicultural Housing Fair, Hispanic Business Institute presentations, and several career/community days at Montgomery County Public Schools, especially those with a large number of representatives from diverse communities. DFRS has participated in numerous job fairs including the Frederick Keys Job Fair, the Albert Wynn Job Fair, El Preconero's 11<sup>th</sup> Annual Housing Job Fair, Baltimore Sun's 8<sup>th</sup> Bi-Annual Career Fair and the Latino Festival of the Washington Metropolitan Area.

- Diversity Day: DFRS participated in and provided financial support to the County's Diversity Day activities.
- Diversity Training: Mediation training and practices were implemented by the Division of Fire and Rescue Service in November of 2001. DFRS trained 13 individuals from both the career and volunteer ranks to serve as peer mediators in an effort to provide alternative dispute resolutions to conflict. Individuals were trained to mediate conflict in the areas of EEO, Affirmative action and other related issues.
- In March 2002, DFRS participated in a 3-day training seminar with the Cultural Bridges Racial Justice Institute in Gettysburg, Pennsylvania. The department was represented by a Bureau Chief, the Administrator of Investigative Programs, a District Chief, three Captains, two Lieutenants, one Master Firefighter and two Firefighters. The group returned from the training with an action plan to implement a diversity/climate assessment within the organization and commence dismantling racism, sexism, classism, heterosexism, ableism, anti-semitism, and other forms of oppression.
- Community Outreach: DFRS has carefully studied the 2000 census reports in an attempt to be in touch with the changing community needs, languages and cultures. Several pamphlets and materials on safety are provided in various languages. The Division of Fire and Rescue Services has access 24 hours a day to the volunteer language bank and AT&T language bank so that we are constantly and consistently able to be in full communication with the population that we serve.
- The Division of Fire and Rescue Services (DFRS) continues to install, free of charge smoke detectors to all in need. DFRS also provides and installs specially designed smoke detectors for the deaf.
- Career Camp: Montgomery County Division of Fire and Rescue Services in partnership with Montgomery County Public School and other county agencies hosted a career camp. This was an exciting and challenging five-day summer experience where middle school students participated in exploratory activities associated with various careers. This allowed students to be involved with daily hands-on activities in an effort to help them to gain a better understanding of various occupations. DFRS is currently making plans for the 2002 camp activities.
- Work Force Action: DFRS was a Gold Sponsor at the 2001 African American Employees Association conference held at the University of Maryland at Shady Grove. Individuals attending the 3-day sessions varied in rank and ethnic backgrounds. Attendees included the Deputy Chief of Program Support Services, one District Chief, one Captain and two Master Firefighters.

- Future Initiatives: The Division is making plans to host the 2005 Conference for the International Association of Women in Fire Service. In addition, DFRS is hopeful that the recruiting officer for the Montgomery County Division of Fire and Rescue Service will be elected to the Board of Trustees for Women in the Fire Service, Inc. for which she has been nominated.

### **HEALTH AND HUMAN SERVICES**

- Service Delivery:
  - Continued implementation of the African American Health Program (AAHP) with the long-term goal of eliminating health disparities between African American residents and other county residents. Four coalitions focused on HIV/AIDS, infant mortality, oral health, and diabetes. AAHP accomplished the following:
    - Held oral health summit to make dental providers aware of the oral cancer disparities among African American men.
    - Piloted program to train African American parents and guardians to talk with their adolescents about issues related to HIV prevention.
    - Initiated nurse case management program for high-risk pregnant African American women to address disparities in infant mortality rates.
    - Surveyed English and Spanish speaking residents in target zip codes about diabetes related knowledge and behaviors.
    - Started wellness center for low income adults at the East County Services Center through partnership with The People's Community Baptist Church.
    - HHS Latino Health Initiative (LHI) Steering Committee developed policy and program initiatives in areas of data collection, youth/family wellness prevention services and health care systems navigator to improve the delivery of health care services provided by public/private health service providers. LHI accomplished the following:
      - Published the *Blueprint for Latino Health In Montgomery County, Maryland 2002 to 2006* which provides policy and program recommendations to improve health care delivery for Latino communities.
      - Created the Latino Cancer Prevention and Control Program and the Bioterrorism/Emergency Response.
      - Planned with Holy Cross Hospital an interactive health fair for the Hispanic Heritage Celebration which was attended by over 4,000 Latino county residents.
      - Planned the first Latino Health Care Conference to be held in FY03 to examine and further develop the policy and program recommendations published in the *Blueprint for Latino Health in Montgomery County, Maryland*.
      - Strengthened partnerships with non-profit agencies that helped to recruit train and support an increased number of Health Promoters/Promotoras de Salud. The bilingual health promoters include individuals who speak Spanish, Korean, Chinese, and Vietnamese. Trained volunteers worked in their local neighborhoods to educate members of their community in their native language and culture regarding health issues and how to enroll their children in health care programs.

- Through community partnerships, provided 60 computers, software and training for low-income, minority public school students.
- Completed and presented a final report and recommendations prepared by the County's Americans with Disabilities Act (ADA) Initiatives Task Force
- Implemented the Aging and Disability Services' Vietnamese/Asian Elderly Refugee Outreach Program.
- Created two Caregiver Support Outreach staff positions through the National Family Caregiver Support Program. The bilingual/bicultural workers will serve the Latino and the Asian communities.
- In partnership with the Korean American Senior Citizens Association, expanded the Senior Nutrition Program from one to three program sites, allowing for increased capacity to provide nutritional meals to the elderly populations.
- In partnership with Montgomery County Public Schools secured funding for the Gaithersburg Judy Center designed to serve children 0 to 5 years to prepare them to enter kindergarten. The Judy Center provides innovative outreach, training and education of new immigrant, non-English speaking families and community child care providers to improve school learning readiness. This is the second Judy Center funded to operate in Montgomery County.
- Maintained the use of bilingual and bicultural staff in Child Welfare Services to provide a variety of needed services to Latino families.
- Continued the expanded staff capacity in the Crisis Center with two professional Hispanic staff positions. The Crisis Center has capability of serving customers who speak English, Spanish, Farsi, French, and Ethiopian languages.
- Customer Information Services:
  - Revised and published the Department of Health and Human Services publication, "*A Guide for the Community*" in English and Spanish languages. Resource Guide was widely distributed at county fairs and regional community centers in partnership with non-profit agencies.
  - Developed and distributed two new information brochures in English and Spanish, highlighting services at the Crisis Center and the Aging and Disability's Information Telephone Line.
  - Participated in the Latino Festival, the County Government's Diversity Fair, Long Branch Unity Festival, and the Cambodian Buddhist Temple Fair.
  - Worked with the Latino media to provide quarterly presentations on Spanish language radio station to inform Hispanic seniors and their families about available County services.
- Staff Development:
  - Provided the following training opportunities to staff through the HHS Center for Continuous Learning:
    - *Working With Diverse Clients: Understanding Iranian fundamentalism – A Women's Perspective*
    - *Working with Diverse Clients: Strategies to Facilitate and Enhance Communication with our Russian Clients*
    - *Working with Diverse Clients: Strategies to Facilitate and Enhance Communication with our Korean Clients*
    - *Odyssey Certification on Aging: Growing Old in An Aging Society*

- *Providing Assistance for Clients with Low Vision*
  - *Working with Diverse Clients: Strategies to Facilitate and Enhance Communication with our Ethiopian Clients*
  - *Risk Factor of Obesity in African-American and Latino Populations*
  - *Ethics*
- Produced training materials for staff who work with people with disabilities. Created and placed the information in a new *Americans With Disabilities* web page within the Montgomery County Intranet website. Information also published in the HHS employee newsletter.
- Provided training for 13 County departments on using TTY equipment and communicating with people who are deaf or hearing impaired.
- Intra-department Collaboration:
  - Coordinated and provided thirteen presentations through the public library system focusing on services and programs for the older adults. Languages used in the presentations included English, Spanish, Cambodian, Vietnamese, Korean and Chinese.
  - Participated actively in the Maryland State Department of Health and Mental Hygiene Limited English Proficiency Committee working to develop state-wide policy and procedures to implement Maryland State Bill 542. Goal of the forthcoming policy is to assure that non-English speaking populations have access to information and services in their native languages.
  - Initiated a Work Force Consultation Work Group composed of public and private agency representatives. Work Group members began a review of existing employment services to identify alternatives to improve the delivery of employment assistance, training and placement services for immigrant, non-English speaking individuals.
  - Established the Mezcla Initiative Work Group in partnership with the Department of Corrections to assess the feasibility of developing community re-entry services for released inmates and community services for family members of Latino inmates
  - Facilitated the operation of two public/private regional planning networks that work to address priority regional service issues that affect immigrant/Latino communities and communities-at-large. The *Upcounty Latino Network* and the *Immigration Community Advocacy Network* members continue to work on issues related to community education and outreach, housing, legal/immigration, and health/mental health services.
  - Through collaboration of the Montgomery County Public Schools, Department of Police and Department of Health and Human Services a model for Community Outreach for Public Safety in Latino school communities was developed and implemented to increase community awareness of public safety issues, including pedestrian safety. School cluster meetings were held in the Gaithersburg and Wheaton school clusters attended by over 300 residents and school representatives.
  - Participated in the Office of Human Resources labor force outreach initiative to inform interested residents about employment opportunities in Montgomery County Government. HHS bilingual/bicultural staff conducted three regional

information sessions in English and Spanish. Regional sessions were hosted by Montgomery County Office of Human Resources, Montgomery Community College, Hispanic Business Institute and County Departments.

### **HOUSING & COMMUNITY AFFAIRS**

- DHCA provided federally-funded grants to various programs/projects, such as:
  - Dialogue on Diversity: information technology training for minority women entrepreneurs;
  - Committee for Religious Freedom in Vietnam, Inc.; health awareness project;
  - Korean-American Association of the State of Maryland: English language classes;
  - Ninos Unidos de Montgomery County: guidance/assistance to Hispanic families;
  - Korean Community Service Center of Greater Washington: housing counseling and services to Korean American residents;
  - Association of Former Vietnamese Political Prisoners: neighborhood empowerment aimed at former victims of torture;
  - Chinese Culture and Community Service Center: bilingual instructors and volunteers to teach computer skills to elderly immigrants;
  - Montgomery County Language Minority Health Program: primary healthcare services for low-income, uninsured Hispanics.
- DHCA received a County Partnership Award for the Child Passenger Safety Task Force, who made special efforts to reach diverse populations. At the Montgomery's Best Honor Awards Program. DHCA also received an Honorable Mention for our consumer protection efforts on an ATM machine scam involving large numbers of Hispanic/Latino consumers.
- As part of the Long Branch Neighborhood Revitalization Initiative, DHCA established a task force to bring the many diverse area stakeholders together to develop a shared vision of how to revitalize the community.
- DHCA's Hispanic/Latino Initiative Program Manager developed and implemented educational programs and services for the Hispanic community:
  - Developed educational TV shows on consumer issues with NBC-4 and AGB Communications for "Linea Directa" aired by Telemundo;
  - Developed educational programs on consumer and landlord/tenant issues involving real cases in conjunction with Radio America;
  - Managed delivery of "Information Technology/Business Training for Ethnic Women" with Dialogue on Diversity; 120 hours of hands-on training/practical seminars on business development, resume writing, etc;
  - Planned, organized and supervised the first Housing Fair with the Upper Montgomery Assistance Network and the City of Gaithersburg, which was attended by 900 people;
  - Coordinated car seat checks/workshops on child passenger safety geared to Hispanic consumers through Child Passenger Safety Program.
  - Coordinated a mass distribution of the Landlord/Tenant Manual, 3<sup>rd</sup> edition, in Spanish;



- Worked with Hispanic/Latino media through newspapers/magazines and interviews on numerous radio/television programs about DHCA/County services; to highlight consumer and housing-related problems/resolutions.
- Participated at festivals, community events, and special meetings on such issues as legislation, leadership, health, immigration, homeownership, etc.
- A special focus of the Hispanic/Latino Program Manager in FY02 has been credit counseling for Spanish-speaking consumers:
  - Program Manager attended special training through Garden State Consumer Credit Counseling in New Jersey to learn more about credit card management, debts, policies and practices.
  - Future plans include workshops, seminars, and brochures on credit counseling.
- Program Manager undertook nine months of leadership training to help develop and strengthen partnerships with other organizations such as IMPACT, Casa de Maryland, Centro Familia, and the Silver Spring community in general.
- Recruited, hired, trained, promoted, and retained a diverse workforce; identified positions where multi-lingual skills are required/desirable.
- Participated regularly on the Montgomery County Diversity Council.
- Encouraged and supported staff membership in the African American Employees Association and the association's Leadership Institute.
- Recruited diverse members to serve on all boards, commissions, and working groups; maintained diverse mailing lists for information/outreach purposes.
- Continued outreach efforts through workshops, seminars, and classes to address the needs of diverse populations, including the elderly, students, recent immigrants, etc.

### **HOUSING OPPORTUNITIES COMMISSION**

- Goal Statement:
  - The Housing Opportunities Commission of Montgomery County, Maryland has undertaken a pro-active approach to support diversity in the workforce and the community at-large. Recognizing that diversity is the quality of being different or unique at the individual and group level, HOC ascribes to a philosophy based on inclusion, where every individual is valued and respected.
  - The population of the HOC workforce is diverse, with wide variety of characteristics such as age, gender, ethnicity, race, physical ability and sexual orientation. Similarly, inherent in the workforce are persons of varying social characteristics including religion, marital status, parental status, language, educational background, income, appearance, geographic locations and work experience. To achieve our goal of diversity, HOC has developed two (2) general strategic approaches which have been implemented and/or will be implemented in FY03 in order to:
    - foster respect, understanding, and ensure tolerance of differences;
    - maintain an inclusive, productive and supportive work environment; and
    - provide equitable treatment and opportunity.
- Diversity Initiatives:
  - Equal Employment Opportunity Laws and Policies: The diversity of the work force population of the Housing Opportunities Commission is achieved, in large part, as a

result of the effective adoption of traditional equal employment opportunity laws and policies. The adoption of equal opportunity laws and policies enable HOC to carry out its mission with a diverse cadre of talented, dedicated and effective employees. Compliance with these traditional laws and policies create and maintain an inclusive approach to all systems, which includes hiring, retaining, promotion, performance ratings, awards and training.

- Education and Training: In FY02, HOC established an interactive education and training initiative which focuses on diversity in the context of the traditional equal employment opportunity laws and policies. As HOC moves toward a culture of inclusion, pursuing the objectives of raising the consciousness of and appreciation for differences associated with individual differences, values, heritage and characteristics will be achieved through an educated work force. Some anticipated benefits which will accrue from successful implementation of the education and training program include the following:
  - Mutual respect for individual differences will be fostered;
  - Enhanced cultural awareness to support new attitudes and behaviors;
  - Improved team work;
  - Improved relationship among individuals;
  - Improved quality of services and productivity;
  - Greater recognition of the richness of different cultures;
  - Improved client and customer relations; and,
  - Improved employee motivation through acknowledgement and reward system for individual contribution to the HOC mission.

### **HUMAN RESOURCES**

The Office of Human Resources performed the following activities in support of the County's commitment to equal employment opportunity and diversity:

- Supported the EEO and Diversity Management Team responsible for developing, implementing, and enforcing County-wide policies and procedures related to EEO and diversity;
- Administered EEO Complaint Process and Internal Mediation Program to resolve discrimination complaints (see Internal Audit Processes);
- Continued to provide oversight and guidance to County departments and agencies on EEO and diversity matters;
- Coordinated and provided staff support to Montgomery County Diversity Council;
- Co-sponsored Montgomery County Diversity Celebration program with Montgomery County Diversity Council; expanded program to quarterly events including Health Fair and Education Fair
- Participated in targeted recruitment outreach activities and job fairs to increase outreach to underrepresented groups;
- Coordinated and implemented Hispanic community outreach program in partnership with Hispanic Business Institute. Organized and conducted fifteen

- workshops from January thru May of 2002 to explain the employment and selection processes to obtain employment with Montgomery County. Workshops were offered in the Spanish/English languages to outreach, assist, and educate recent immigrants with the Montgomery County employment selection processes.
- Administered the Multilingual Compensation Program which includes the testing of bilingual employees to assess language proficiency. Upon certification, bilingual employees are compensated for language usage on the job as well as become potential Interpreters within the County.
  - A television interview was conducted in May 2002 on the Spanish “Que Pasa” show on Montgomery County cable to educate the Hispanic population on the employment process in Montgomery County and motivate them to consider Montgomery County a viable employer. Future use of this media is planned.
  - Continued to provide disability program management services through the Disability Program Manager, including disability retirement and reasonable accommodation counseling and processing (see Disability Services);
  - Coordinated and provided staff support for the Internship Program which places high school and college students from diverse backgrounds in County Government internship positions;
  - Provided the following EEO/diversity-related employee development training courses/lecture series:
    - Communicating Services Across cultural Lines
    - ADA is Customer Service
    - ADA Title I and Title II
    - Disability Case Management Program: The Supervisor
    - Today’s Diverse Workplace
    - Conflict Resolution
    - Diversity Management for Managers and Supervisors
    - Mandatory Workplace Harassment Training
    - Conversational Spanish
    - ADA Update Seminar
  - Designed and implemented new mandatory EEO Compliance Training for all Managers and Supervisors.
  - Designed and implemented new Diversity Studies Certificate Program for County employees.

### **LIQUOR CONTROL**

- Liquor Control has a representative and alternate that serve on the Diversity Council.
- Liquor Control actively participates in Diversity Day and contributes financially to Diversity Day activities.
- Liquor Control provides monetary contributions to the African American Employees Association as a sponsor and encourages employees to attend functions. Several employees attended the AAEE 2 day conference in October 2001.

- Liquor Control actively advocates for the recruitment and promotion of diverse populations.
- All employees receive training in the prevention of sexual harassment.
- All retail stores and the warehouse facility comply with ADA requirements.
- Wholesale Operation of Liquor Control holds monthly meetings to provide employees a forum to discuss issues.
- A staff member at Liquor Control assists in Spanish translations.
- Liquor Control places notices in our monthly newsletter advising licensees of opportunities to receive server/seller training in Spanish, Korean and Chinese.
- Liquor Control offers products for sale that reflect the tastes of the County's diverse population.
- Liquor Control is working with the Department of Technical Services to provide Spanish and Korean translations of our website to both wholesale and retail visitors.

### **MANAGEMENT AND BUDGET**

- Sensitivity and awareness during all stages of our recruitments, to ensure that OMB complies with the annual Utilization Analysis compiled by Human Resources.
- Sensitivity to departmental requests relating to diversity issues, reinforcing analyst impartiality and fairness.

### **MID-COUNTY SERVICES CENTER**

- Clean and Safe Team hired with the majority of supervisory and team positions filled by people of diverse backgrounds.
- Cooperatively worked with Health and Human Services' Projecto Salud to bring physicians of Asians and Middle Eastern Backgrounds into the clinic; these physicians hold special evening hours for patients who for cultural or religious reasons cannot use a mainstream facility. All equipment is shared.
- Increased outreach to multi-ethnic communities during final phase of Wheaton Redevelopment Visioning process, in partnership with Maryland Transit Administration.

### **PERMITTING SERVICES**

- DPS staff will continue to receive Sexual Harassment training;
- DPS staff will continue to receive ADA training;
- DPS has five designated Hispanic contacts;
- DPS continues to contribute and participate in Diversity Day activities;
- DPS has an alternate and delegate to the Diversity Council;
- DPS contributed to OHR'S Employer of Choice Program
- DPS actively advocated for recruitment/promotion of diverse populations
- DPS provided names of multi-lingual employees for the Spanish Directory

- DPS participated in meetings with the Montgomery County Latin-American/Hispanic Affairs Liaison and attended their community update meetings.
- Vendor brochure has been translated into Spanish. Evaluating other brochures for translation into Spanish.
- Instructions for IVR (Interactive Voice Response) telephone system have been translated into Spanish.
- Participated in Hispanic Business Institute seminar describing services that DPS provides that might benefit the Hispanic community in starting small businesses such as: home occupation certificates, use and occupancy certificates, special exceptions and vendor licenses.
- Managers attended and contributed to the African American Employees Association Conference.

### **POLICE**

- The Department of Police provides in-service diversity training to all Police employees.
- The Police representative on the Diversity Council attends monthly meetings, and appraises management of pertinent issues. Chief Moose provides the representative with full support and is committed to attending meetings as often as possible to support and assist with the Council's goals and missions.
- Chief Moose is the 2<sup>nd</sup> Vice President of the African American Employee Association, and along with other County departments, provides financial support to the association. Employees participate in the AAEE Leadership Institute.
- In FY 01, the Department, in partnership with the Department of Justice's Community Relations Services, developed a Community Liaison Team. The team has trained citizens who are capable of responding to diverse communities in crisis and to assist the community membership to understand the roles, responsibilities and practices of the police. The team has been utilized this year in response to a crisis in Damascus.
- During this fiscal year, in an effort to increase the recruitment of diverse individuals, Personnel Division recruiters attended 171 job fairs. Over 50 were geared towards recruiting minorities, such as NAACP Career Fairs in various cities, Life Style Expo and For Sisters Only in Washington, D.C., and the El Pregonero Career Fair, to name a few.
- Recruitment efforts have provided procurement opportunities to minority newspapers, publications, and radio stations.
- The Department has three committees comprised of African Americans, Asian Pacific Americans, and Hispanics/Latinos made up of community representatives and Police employees. The groups meet quarterly and make recommendations to the Chief of Police regarding recruitment, policy and community relations.

### **PROCUREMENT**

- Sponsored an office Diversity Day to continue to acclimate employees to diverse cultures;

- Continued to promote an understanding of the procurement process through multilingual publications, brochures, pamphlets, audio and visual products;
- Provided procurement opportunities by advertising solicitations in minority newspapers;
- Set up, in the Business Resource Center, a work area for handicapped individuals who want to learn how to do business with Montgomery County;
- Provided quarterly seminars to promote an understanding to minority, gender, and disabled business groups with strategies to gain business opportunities in Montgomery County;
- Continued to support OHR by providing visible space for all notices that will assist in recruiting and hiring qualified women and minorities;
- Participated in the AAEA Leadership Institute;
- Provided guidance and assistance to Health and Human Services Contract Team and to the County Council regarding grant funded programs to diverse populations.

### **PUBLIC LIBRARIES**

- Montgomery County Public Libraries established the Multicultural Task Force to make recommendations to improve upon library services, programs and collections to the multicultural populations of Montgomery County. The Task Force included representatives from Libraries, Public Schools, Regional Service Centers, Literacy Council and the Charles Gilchrist Center for Cultural Diversity. The Multicultural Task Force heard the voices of over 2500 residents from the multicultural populations. The process of assessing and outlining the expressed needs of the residents has been a valuable one. The overall goal of the Multicultural Taskforce Report is to expose, educate, and inform individuals within the multicultural community towards looking at Public Libraries as an institution for lifelong learning.
- The Department established the Multicultural Outreach Initiative (MOTIVE) which seeks to harness the organizational resources of Montgomery County Public Libraries for the purpose of demonstrating the effectiveness of a “systemic approach” for increasing the number of patrons from the multicultural community. This systemic approach is distinguished by its focus on the need to provide and /or ensure quality programs for community residents, and to strengthen customer capacity to navigate within the Public Library system and other Montgomery County agencies. In this endeavor, MOTIVE has the following objectives to:
  - strengthen linkages between individual library sites and other institutions serving multiethnic communities, including community/faith based organizations and local/state government agencies.
  - strengthen the library system’s staffing profile with hires/volunteers to better serve all residents and their highly diverse cultural backgrounds.
- MOTIVE Community Surveys and Focus Groups: To determine the needs and views of the multicultural populations in Montgomery County regarding library services the Task Force conducted eighteen focus groups and reviewed the survey results from MOTIVE. Focus groups members were identified by community leaders and/or were selected as a result of participating in the MOTIVE survey. There were two groups per population, one of traditional library users, the other non-traditional library users.

Moderators/recorders, leaders from the community and /or County employees were members of the population group they facilitated. Dialog initiated recommendations towards the following priorities: collection need, merchandizing, displays, signage, communications, web development, staff, hours, volunteers, programs, marketing and education.

- MOTIVE Community Workshop Series: A series of community workshops aimed at giving residents a better understanding of what services are available to them in the county will be implemented through MOTIVE at 14 library sites across Montgomery County. This is the second consecutive year that MCPL will offer the informational seminars, ranging from college entrance and financial aid to immigration procedures to health programs. In addition, workshops will be conducted in various languages and strategically implemented at library sites, which will reflect the immediate neighborhood's needs and interests. Languages are as follows: Aramaic, Cambodian, Chinese, Creole, English, Farsi, French, Korean, Spanish, and Vietnamese. Over 50 ethnic specific community and faith based organizations; 30 local, state and federal governmental entities; 25 ethnic and language specific media outlets and the Montgomery County Public Schools constitute the membership of the MOTIVE collaborative.
- MOTIVE Language Identifier Buttons: To improve upon customer service delivery mechanisms within MCPL, bilingual identifier buttons were distributed to individuals certified by the Office of Human Resources. Buttons worn while on the library service floor clearly identifies the MCPL employee as one who speaks a language other than English. This will assist patrons to navigate within our libraries by welcoming questions or requesting information in their native language. During the development of the language identifier buttons, representatives from both the Union and the Office of Human Resources were consulted.
- MCPL Recruitment Taskforce: Libraries build and provide access to collections of information on behalf of society. Essential to this mission is effective communication with library users through a diverse staff. A continued commitment to develop and sustain comprehensive recruitment and retention programs that encourage employment of individuals from underrepresented groups is essential to serve the ever-expanding multicultural community residing in Montgomery County. Because of this, the Recruitment task force was created to find proactive solutions in staffing to improve customer service delivery and to meet current and projected shifts within ethnic communities. The Recruitment Taskforce made major recommendations concerned developing existing employees and effectively recruiting from outside Montgomery County government for available positions. In addition, the taskforce reviewed how we develop current MCPL staff and opportunities for growth within various skill areas, more immediate training for Library Associates than what is currently available through the state, Sunday staffing, and marketing libraries as a career choice.
- Special Needs Library: The Special Needs Library serves persons who are unable to read regular print material due to a disability. The Special Needs Library upgraded and improved the adaptive software available to library customers in 2001, and provides training in the use of this equipment and software on a regular basis.

- Initiatives for Children: The library system has offered focused programs for parents and caregivers of preschool children in 2001, participating in the County's Early Childhood Initiative. Working in partnership with Montgomery County Public Schools, programs have been offered on early literacy development in Spanish to a wide range of audiences.
- The Linkage to the Library program was expanded to five libraries and six elementary school sites in 2001-2002. This program serves families at Linkage to Learning school sites, offering transportation to the partner library and programs for parents, preschool children, and a "book buddy" reading mentoring program for elementary age children. Participants are primarily from Spanish-language homes.

### **PUBLIC WORKS AND TRANSPORTATION**

#### **Director's Office**

- Coordinated efforts within the department to hire individuals from the Marriott Bridges Program, a program to assist in the placement of physically and mentally challenged individuals.
- Established a Bridges position in the Director's Office and each Division. Two hires were made prior to the position freeze.
- Computer and phone equipment were acquired as necessary to accommodate the aforementioned employees.
- Conducted a department-wide training session to educate department staff in ADA in cooperation with staff from the Office of Human Resources and the Department of Health and Human Services.
- Coordinated monetary and human resources in support of the Annual County Diversity Day Celebration.
- Updated the DPWT "Citizen Guide to Services" for alternative format requests.
- Coordinated monetary resources in support of the African American Employees Association Conference.
- Coordinated support for the County-wide Diversity Program by providing a Department Diversity Program Representative.
- Advocated diversity through recruiting and hiring a diverse workforce.

#### **Division of Facilities and Services**

- Each Section in the Division of Facilities and Services hosts a luncheon to better acquaint themselves with each other and to respect the differences of each employee.
- The Division Chief's Office then brings all sections together and hosts another luncheon for the same purpose.
- The Division has a representative work with OHR on the County-wide Diversity Program.

#### **Division of Solid Waste Services**

- Participated in numerous community events to increase recycling rates; i.e., International Festival and Latino Festival.



- Published Q&A on Business Recycling in Spanish.
- Met with cleaning contractors (mostly Hispanic) in the Wheaton area.
- Advertised on Spanish radio stations for both business and multi-family recycling.
- Held a radio interview in Spanish on WICL.
- Printed Spanish recycling posters and stickers for multi-family – English/French/Spanish/Russian/Vietnamese.
- Targeted the Spanish-speaking population in multi-family properties in the Silver Spring/Piney Branch area.
- Provided Spanish-speaking staff in the Customer Service Unit.
- Printed Braille business cards.
- Installed a TTY line in our Customer Service Unit.
- Ensured phone, fax, TTY, e-mail address and website printed on all publications.
- Offered sign language interpreters at all DSWS-sponsored seminars.
- Continued to use universal symbols for recycling on all publications.
- In the process of producing new videos on recycling; videos will be in English, however, they will be available dubbed in Spanish; all videos will be open/closed caption.
- In the process of translating updated recycling materials for single-family residents in Spanish and Chinese.

#### Division of Traffic and Parking Services

- Supports employee participation in the AAEA (African American Employees Association), including attending their conferences.
- Appreciates our diverse workforce and the various contributions each individual makes towards meeting our Division goals and serving the citizens of Montgomery County.

#### Division of Transit Services

- The Division has completed the Climate Survey and has taken some steps to address several issues such as upward mobility with the PACE program and promotions.
- We currently have two Transit Coordinator positions designated as Spanish speaking to assist our Latino population.
- We recruit and hire a diverse workforce, carefully considering the composition of each section ensuring diversity.
- Many Division staff members are active in the AAEA and the Asian Pacific Heritage Committee.
- The Division has participated in the Annual County Diversity Day celebration since inception. In particular, with free Ride On shuttles.
- Many Division staff members attended the recent AAEA professional conference. Attend diversity training when offered to assist with duties and interactions with other staff members.

### **RECREATION**

- The Director of Recreation established a diversity team in 1996 and implemented a workforce diversity management program in 2000. The goal is to create a workplace where all individuals are respected, valued, and given equity and equal opportunity

for success. The plan ensures the continued development of a workforce that reflects and appropriately serves the diverse residents of Montgomery County. In FY02, the Department accomplished the following activities pursuant to the plan:

- Promoted two Recreation Department staff of diverse backgrounds to Division Chief (one female and one African American).
- Promoted two Recreation Department staff of diverse backgrounds to MLS Program Manager III's (one female African American and one male African American).
- The Diversity Team's education sub-committee designed, previewed and evaluated a 3-hour training session on diversity awareness. This model became the basis for our mandatory departmental training which Montgomery College Diversity Management Institute trainers implemented. The committee members also prepared the training schedule, made the facility arrangements, coordinated with the training team and provided on-site support for seven diversity workshops which trained 110 Recreation and other County agency staff. As a co-sponsor of the training sessions, the Office of Human Resources provided registration, financial and contractual support.
- Required ongoing diversity, disability and sexual harassment training for all career employees.
- Gilchrist Center for Cultural Diversity continues its first year of operations (having opened September 8, 2001). Staff includes staff hires from diverse backgrounds and languages, including: Asian Indian, Nigerian (Yoruba and French speaker) and Latin American (Spanish speaker). The Center has assisted in translating documents into other languages (mainly Spanish to date) such as: the Department of Recreation's Financial Assistance form, Camp Parent letter and others.
- Implemented a fair and equitable process for internal lateral transfers within the Department. A policy ensuring that each vacancy within the department is announced to all applicable staff to submit a statement of interest which will be reviewed by a Manager III and Division Chief for organizational and personnel best fit.
- Within the Diversity Policy Manual, included a policy requiring all Department interview panels to be diverse.
- Designated specific marketing materials to be translated to non-English languages.
- Expanded minority representation on the County-wide Recreation Advisory Board by recruiting two female minorities.
- Supported each Annual Diversity Day celebration since its inception with financial contributions and staff involvement. Staff has participated each year on the Diversity Day planning committee.
- Supported the African American Employees Association with contributions and encouraging staff to take leadership positions. Currently the President and Vice-President are recreation staff.
- Director received AAEA diversity award.
- Recognized Black History month with a month long educational quiz designed to create awareness and promote education.

- The Department developed/maintained the partnerships with Montgomery College, Montgomery County Office of Human Resources, and Montgomery County Public Libraries.

### **TECHNOLOGY SERVICES**

- The Department of Technology Services (DTS) has an active representative since the Diversity Council's inception in 1997. The departmental representative, Helen Ni, was elected as Diversity Council Vice-Chair for the 2001-2002 Term.
- For the purposes of effective and timely communications among Diversity Council members, the representative for the Department of Technology Services volunteered to create and maintain the electronic member roster on MEMO for Windows, and will work on the migration of the member roster to Microsoft Outlook in FY03.
- To ensure all employees and those we served are afforded equal opportunity in areas of employment, programs and services provided by the County, DTS has improved the access to Montgomery County Government for citizens and the disabled through the following Web applications and technologies:
- A Disabled Services Web application ([www.emontgomery.org/eGov Services/Disability Access](http://www.emontgomery.org/eGov/Services/Disability%20Access)) is devoted to the disabled community. This Web application handles business survey and results so establishments can report their access accommodations. It has been expanded to include a section on emergency planning for the disabled and additional links to support services.
- Developed a searchable application ([www.emontgomery.org/eGov Services/Services Locator](http://www.emontgomery.org/eGov/Services/Services%20Locator)) that allows the disabled community to locate resources and services throughout the region by key word or category.
- Developed Human Rights Relations Commission Web applications ([www.emontgomery.org/eGov Guide/Human Rights](http://www.emontgomery.org/eGov/Guide/Human%20Rights)) for citizens to find policies and procedures on filing housing, employment, and lending complaints.
- Promoted gatherings in honor of events such as Black History Celebrations and International Festival through Internet Web Sites.
- Acquired and implemented translation services ([www.emontgomery.org/eGov Quick Links/Virtual Tours](http://www.emontgomery.org/eGov/Quick%20Links/Virtual%20Tours)) that permit translation of Web offerings into Spanish and simplified Chinese – two key demographics for the County.
- Added the ability to eMontgomery to provide for the distribution of transportation assistance coupons through the Call 'N Ride program. The program provides transportation subsidies to the disabled and seniors who are unable to use public transportation. ([www.emontgomery.org/Transportation/Call 'N Ride](http://www.emontgomery.org/Transportation/Call%20N%20Ride))
- Set up meeting for the hearing impaired community with representatives of the American Film Institute and Consolidated Theatres to ensure that appropriate technologies will be used to allow descriptive programming.
- Worked with Comcast on their initiative to add two Korean channels beginning in September 2002.
- Cooperated with Division of Consumer Affairs to assisted Spanish speaking Comcast customers with complaints or other service questions.

- Worked with the County Executive's Hispanic Affairs Liaison to develop Spanish language series.
- Worked with the Division of Consumer Affairs to develop a program on customer service issues in Spanish. This one-time program will air on County Cable Montgomery and a local radio station.
- Many DTS employees also made individual contributions to the Diversity Initiatives:
  - Served as the Chair of Communications Committee for Bet Mishpachah, Washington, DC's Egalitarian Synagogue Embracing, a Diversity of Sexual and Gender Identities.
  - Participated in Montgomery County GLOBE (Gay, Lesbian or Bisexual Employees).
  - Volunteered as an usher for the Gay Men's Chorus of Washington for their concerts.
  - Regularly offered Tai Chi exercise classes to County employees and senior community.
  - Participated in Washington Chinese Tennis Association for regular and social tournaments and fund raising activity, and as a member of choir organized by Chinese interest members.
  - Actively supported and participated in Diversity Day. In addition, held DTS own Diversity Day celebration through an annual Chinese New Year Luncheon in a Chinese restaurant.
  - Held its annual Christmas pot luck in Telecommunications Division, which features ethnic foods from Asia, Africa, and the Middle East to celebrate the diversity of the multi-cultural background and experience of our employees.
  - Volunteered to work with Special Olympics and the local chapter of the Autism Society of America. Hosted their annual end of year family pool party.
  - Participated in the annual golf tournament fundraising for Kids Enjoy Exercise Now (KEEN) – a sports program for disabled children and adults.
  - Actively involved in McNeeds – a Special Education Advocacy Group.

# **INTERNAL AUDIT PROCESSES**

## INTERNAL AUDIT PROCESSES

The County monitors and evaluates its performance on the objectives stated in the EEO & Diversity Action Plan through four primary audit mechanisms: applicant tracking, Affirmative Action data collection, Complaint Processing and Analysis, and Management Leadership Service Performance Management.

**Applicant Tracking:** The Staffing and Organizational Development Team in OHR has developed and implemented a manual Applicant Tracking Systems to track applicant flow data for each recruitment. Applicant data is manually entered in an *Access* database for hard copy job applications. For electronically submitted job applications (via the Internet), OHR is in the process of implementing a new on-line application processing system program called *Peopleclick*. The system will collect information on race, gender, and ethnicity, as voluntarily provided by the applicant on a separate, self-identification portion of the application. The data are tracked and analyzed throughout the recruitment process and will be used to provide valuable information on the diversity of the County's applicant pools and identify any artificial barriers to equal employment opportunity throughout the applicant flow process.

**Affirmative Action Data Collection:** OHR utilizes an automated Affirmative Action Planning (*AAP*) program that assembles and organizes employee data in a format acceptable by the U.S. Office of Federal Contract Compliance Programs for producing Affirmative Action Plans and reports. The *AAP* reports show current workforce analyses, job group analyses, and utilization analyses for females and minorities on County-wide (Executive Branch) and Departmental bases. The information is shared with departments, the Chief Administrative Officer (CAO), and the County Executive for use in monitoring the County's and Departments' progress in meeting its workforce utilization goals. The reports are generated at least annually for use by the CAO in the performance planning and evaluation process with Department/Agency directors. Current reports are also produced as needed to conduct on-going evaluation and follow-up.

**Adverse Impact Analysis:** The Affirmative Action Planning system utilized by OHR includes an automated tool entitled *Monitor* designed to perform Adverse Impact Analyses. An Adverse Impact Analysis is a statistical analysis to determine if hiring practices (or other employment practices including promotions, pay increases, training, termination), result in a selection rate of members of protected classes (i.e., females and minorities) significantly lower than that of another (demonstrably favored) group. Adverse impact is said to exist (by civil rights enforcement agencies) when the selection rate for members of protected classes is less than 80% or four-fifths of the selection rate of another group. OHR expects to fully implement the *Monitor* tool and interface it with its new on-line applicant processing system, *Peopleclick*, in the near future.

**Complaint Processing:** The EEO and Diversity Management Team in OHR is responsible for managing the EEO Compliance function for the County Government. As

such, it has developed and implemented a structure and procedures for addressing complaints of discrimination. The EEO Complaint Processing Guidelines and the County's Policy on Sexual Harassment (contained in the Appendices) provide some of those procedures. In addition, the team has developed and implemented an internal Mediation Program to resolve complaints as an alternative to complaint investigation (see Mediation Fact Sheet in Appendix). Information on discrimination complaints received by the County is tracked in the EEO Case Log. This access database maintains information on all internal and external<sup>1</sup> complaints of discrimination against the County. This information is periodically reviewed for departmental trends and to identify areas of need. The information is fed back to departments and the Chief Administrative Officer in management reports for their consideration.

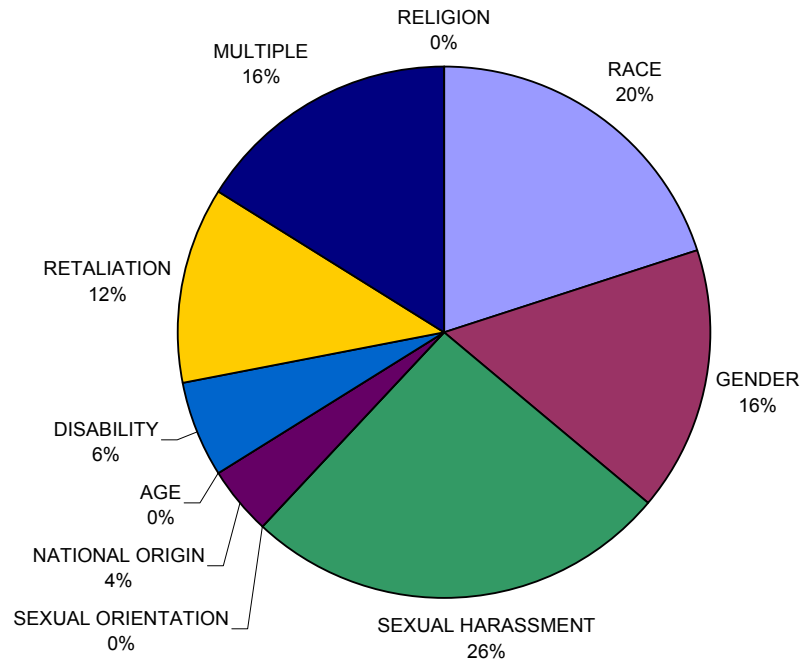
**Complaint Analysis:** The EEO & Diversity Management team in OHR maintains a comprehensive database of discrimination complaints filed by employees and applicants for employment. Graphs depicting the types of complaints filed and the venues in which they were filed are included on the following pages. Sex and race continue to be the primary bases for complaints. Although the total number of complaints increased by 38% since the prior fiscal year, more employees elected to utilize the County's internal complaint process rather than file a complaint with an external enforcement agency such as the Montgomery County Office of Human Rights (Human Rights Commission), Maryland Commission on Human Relations, or the U.S. Equal Employment Opportunity Commission. Individuals chose the internal process by two to one over the external processes. This is testament to the confidence employees have in the internal system as well as in the efficiency of the internal process in resolving complaints faster than the external process. As the following graph depicts, in FY 2002, internal EEO cases were closed on average in 42 days as compared with 506 days for complaints filed with external agencies.

In addition to these primary mechanisms, the County also tracks training, labor relations, disciplinary, and turnover activity by race and gender for further analysis, as needed. All of the systems serve as means to self-audit and monitor the County's performance and progress in meeting its EEO/Diversity aims. They also serve to identify problem areas and develop customized solutions/responses to areas of need.

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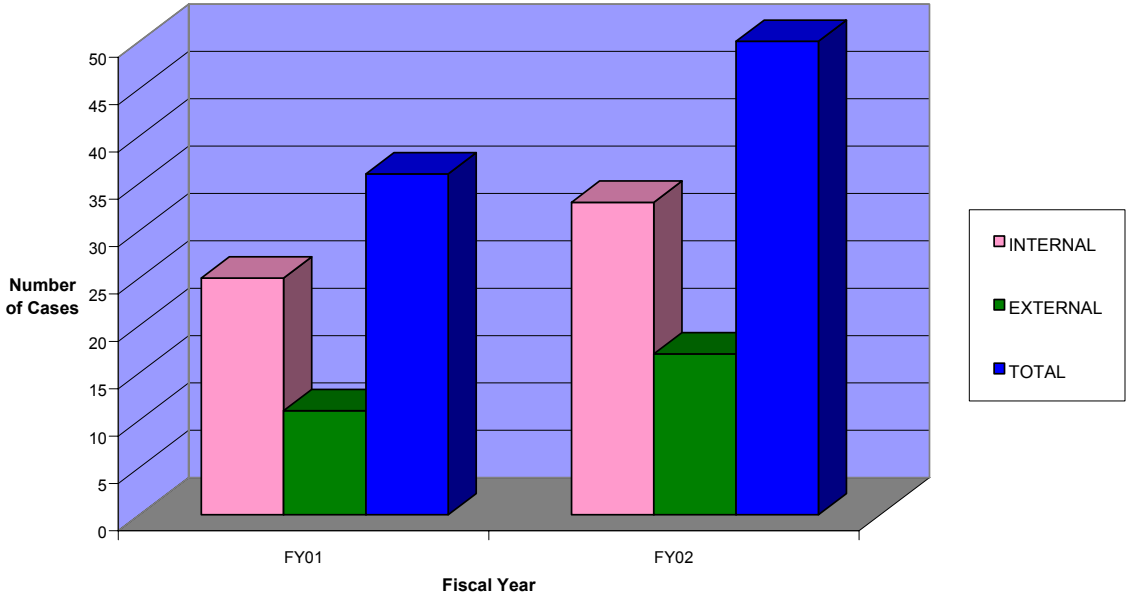
<sup>1</sup> External complaints are charges filed with the Montgomery County Human Rights Commission, the Maryland Commission on Human Relations, or the U.S. Equal Employment Opportunity Commission.

**FY02 EEO COMPLAINTS BY TYPE**



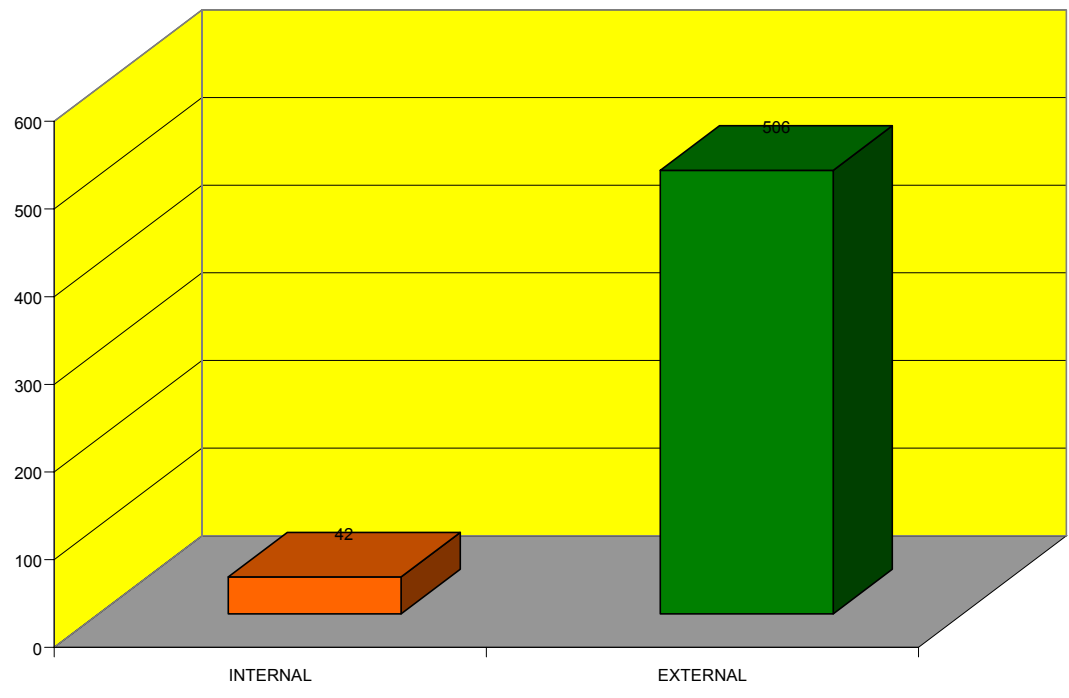


**FY01 & 02 EEO CASES BY VENUE**



(External Cases are charges filed with Federal, State, and Local Enforcement Agencies)

FY 02 EEO CASE CLOSURE TIMES



## ***EEO COMPLAINTS ANALYSIS***

Prepared by the EEO & Diversity Management Team

Office of Human Resources

	<b>FY02</b>	<b>FY 01</b>	<b>FY 00</b>	<b>FY 99</b>	<b>FY 98</b>
<b>NEW COMPLAINTS</b>	50 (100%)	36 (100%)	64 (100%)	45 (100%)	50 (100%)
Internal	33 (66%)	25 (69%)	42 (66%)	27 (60%)	31 (62%)
External	17 (34%)	11 (31%)	22 (34%)	18 (40%)	19 (38%)
<b>INQUIRIES</b>	51	46	34	37	16
<b>BASIS OF COMPLAINT</b>					
<b>Race</b>	10 (20%)	5 (14%)	13 (20%)	11 (25%)	10 (20%)
<b>Gender</b>	8 (16%)	2 (6%)	4 (6%)	2 (4%)	19 (38%)
<b>Sexual Harass.</b>	13 (26%)	17 (47%)	22 (34%)	11 (25%)	*
<b>Sexual Orient.</b>	0	0	1 (2%)	0	0
<b>Religion</b>	0	1 (3%)	0	1 (2%)	0
<b>National Orig.</b>	2 (4%)	1 (3%)	5 (8%)	2 (4%)	3 (6%)
<b>Age</b>	0	1 (3%)	0	1 (2%)	0
<b>Disability</b>	3 (6%)	1 (3%)	10 (16%)	9 (20%)	4 (8%)
Retaliation	6 (12%)	3 (8%)	3 (5%)	3 (7%)	3 (6%)
Multiple	8 (16%)	6 (16%)	6 (9%)	5 (11%)	11 (22%)
<b>OUTCOMES</b>					
Cause	10 (20%)	12 (33%)	6 (10%)	7 (16%)	11 (22%)
No Cause	12 (24%)	12 (33%)	24 (38%)	14 (31%)	11 (22%)
Under Invest.	17 (34%)	8 (22%)	14	2	0
Predeter. Resolution	2 (4%)	1 (3%)	12	2	1
Mediated/Settled	2 (4%)	0	1	1	2
Withdrawn	2 (4%)	1 (3%)	3	5	11
Admin. Closed	5 (10%)	2 (6%)	5	5	6
Avg. Int. Close Time	42	37 DAYS	35 DAYS	30 DAYS	30 DAYS

\* Did not track sexual harassment separately

## **Management Leadership Service Performance Management**

The Management Leadership Service (MLS) is a classification, compensation, and leadership development system for the County's managers. The system is characterized by a broadbanded job classification structure, consolidating dozens of occupational classes falling into six discrete pay grades, into two broadbanded manager classes. The system also include a mandatory leadership development component (mandatory participation in the Leadership Institute) and a pay for performance evaluation system.

The pay for performance component employs a highly structured and quantifiable performance management tool that assesses managers' performance against a set of measurable outcomes and competencies. A mandatory element in the assessment is the manager's support of a diverse workforce. This element is demonstrated by several EEO-related outcomes, including the consideration of diversity in staffing decisions, the handling of discrimination issues, and support of the County's diversity programs. Connecting managers' pay to this mandatory element in managers' performance evaluations holds them accountable for the performance in the area of EEO and diversity management.

In FY02, MLS was expanded to a third tier of managers and supervisors (consolidating an additional three pay grades into a third Manager class. The expanded MLS is undergoing a comprehensive evaluation to assess the impact of the system on EEO and diversity management, among other management functions.

## **APPENDICES**

# DISCRIMINATION LAWS

## FEDERAL LAWS

### 1. **Civil Rights Act of 1866 and 1871**

These Acts effect the 13<sup>th</sup> and 14<sup>th</sup> Amendments to the constitution that provide the fundamental basis for employment discrimination law and litigation. The 14<sup>th</sup> Amendment requires all States and their political subdivisions to provide equal protection of the laws to all persons under their jurisdiction.

### 2. **The Equal Pay Act of 1963, as Amended**

This Act, enacted as an amendment to the Fair Labor Standards Act, covers state, local federal government and private sector employees. It requires that men and women employed in the same establishment receive equal pay (including fringe benefits) for jobs which involve substantially equal skill, effort and responsibility, and are performed under similar working conditions. The work need not be identical, merely substantially equal.

### 3. **Civil Rights Act of 1964**

Title I of this Act prohibits any act of force, threat of force, injury, intimidation or threat of interfering with persons applying for or enjoying employment because of their race, color, religion or national origin.

### 4. **Age Discrimination in Employment Act of 1967, as Amended**

This Act prohibits discrimination based on age in all aspects of employment against persons 40-70 years old. The Act applies to Federal, State and local government employers and most private employers of 20 or more persons.

### 5. **Title VII of the Civil Rights Act of 1964, as amended by the Equal Employment Opportunity Act of 1972**

This is the basic Federal law prohibiting discrimination on the basis of race, color, national origin, religion or sex, in all aspects of employment by all employers with 15 or more employees. Title VII was extended to cover Federal, State and local public employers by the Equal Employment Opportunity Act of 1972.

6. **Executive Order 11246, as Amended**

This Presidential order prohibits discrimination in all employment practices by Federal contractors, subcontractors, Federally assisted construction contractors on the basis of race, color, religion, sex or national origin. In addition, certain employers are required to take affirmative action as a contractual obligation to ensure that applicants and employees are treated without discrimination.

7. **THE REHABILITATION ACT OF 1973: SECTIONS 503 AND 504**

**Section 504** prohibits discrimination against “handicapped” persons in employment, services participation and access to all programs receiving Federal financial assistance.

**Section 503** prohibits discrimination in employment against handicapped persons by Federal contractors and subcontractors.

8. **The Pregnancy Discrimination Act of 1978**

This act specified that women affected by pregnancy and related conditions must be treated the same as other applicants or employees, solely on the basis or inability to work.

9. **The American with Disabilities Act of 1990 – Title I**

Employers are prohibited from discriminating against qualified individuals with disabilities in the job application procedures, medical requirements, hiring advancement, training or any other term or condition of employment. An employer is required to make an accommodation to the known disability of an applicant or employee if it does not impose an “undue hardship”.

10. **Civil Rights Act of 1991**

This Act reversed several 1989 and 1991 U.S. Supreme Court decisions which had a negative impact on the victims of discrimination. The Act further provides compensatory and punitive damages and jury trials in cases of race, color, national origin, sex, religion and disability discrimination. The Act also established the “Glass Ceiling Commission” and covers the Senate and Presidential staff.

## **STATE LAWS**

1. **Article 49B of the Annotated Code of Maryland**

This law prohibits discrimination in employment on the basis of race, color, religious creed, sex, national origin, marital status, physical or mental handicap, and age with respect to compensation, terms, conditions or privileges.

2. **Executive Order on Sexual Harassment No. 01.01.1980.16**

This order by the Governor Hughes prohibits sexual harassment in Maryland State Government.

## **COUNTY LAWS**

**Chapter 27, Article 1, Sections 17-26 of the Montgomery County Code 1984**

This law prohibits discrimination in employment, housing, and public accommodations on the bases of race, color, religious creed, sex, national origin, marital status, physical or mental handicap, ancestry, sexual orientation, and age.



(Insert Section 5 of MC Personnel Regulations)

# **MONTGOMERY COUNTY**

## **EEO COMPLAINT PROCESSING GUIDELINES**

### **PURPOSE**

To establish policies and guidelines for reporting and processing Equal Employment Opportunity (EEO) complaints.

### **APPLICABILITY**

These guidelines apply to the reporting of discrimination complaints to, and the processing of discrimination complaints by the Equal Employment Opportunity (EEO) Office within the Office of Human Resources (OHR). These guidelines are independent of, and do not supplant, Department-specific complaint processing procedures, Collective Bargaining Agreement provisions, or the procedures provided in the Montgomery County Policy on Sexual Harassment. Department-specific procedures should, however, be consistent with these guidelines. These guidelines apply to:

- a. All complaints filed internally by County employees with Department/County management, verbally or in writing;
- b. All complaints filed externally through regulatory agencies such as the Montgomery County Human Relations Commission (HRC), the Maryland Commission on Human Relations (MCHR) and the U.S. Equal Employment Opportunity Commission (EEOC).

The Office of Human Resources works in collaboration with the County Attorney's Office in investigating complaints of discrimination.

### **DEFINITION**

An EEO complaint is any verbal or written report or charge of employment discrimination or harassment of any kind. Employment discrimination includes any policies, practices, or procedures which limit or adversely affect employment, promotion, or transfer opportunities or other working conditions on the basis of race, color, religion, national origin, ancestry, gender, marital status, sexual orientation, age, or disability.

### **POLICY**

1. The County shall conduct all employment activities and maintain a work environment free from discrimination and harassment of any kind. Employment discrimination is prohibited by Federal, State, and local laws and will not be tolerated.

2. Supervisors and managers are responsible for ensuring that the employees under their supervision are provided with a work environment that is free from discrimination and harassment.
3. Employees and managers are encouraged to resolve discrimination complaints at the earliest time and at the most immediate organizational level; however, it is an employee's right and management's responsibility to report discrimination complaints to the EEO Office in OHR promptly, in accordance with the guidelines outlined below.
4. OHR shall receive and respond to all submitted discrimination complaints in a judicious and timely manner, with the objective of maintaining and promoting an employment environment free from discrimination.
5. Incidents of proven discrimination and harassment are cause for disciplinary action, against the offending party including, but not limited to, dismissal.
6. Falsification of complaints of discrimination, harassment, or retaliation shall be considered cause for appropriate disciplinary action.
7. EEO complaints are regarded as confidential. To the extent practically possible, access to information related to an EEO complaint shall be limited to individuals directly involved in the complaint and/or the investigation or resolution of said complaint. While every attempt at confidentiality shall be made, anonymity or complete confidentiality cannot be guaranteed.

### **GENERAL GUIDELINES**

1. All Montgomery County employees are responsible for maintaining a non-discriminatory work environment. This includes responsibility for personal conduct as well as reporting observed discrimination or harassment to appropriate supervisory or management personnel.
2. An individual who has been subjected to discrimination or harassment of any kind, or is a witness to same should notify an appropriate supervisor or manager when an act or behavior is perceived to be offensive.
3. Supervisory/management personnel should respond to reports of discrimination and harassment, and take corrective action as appropriate. This includes complying with Department-specific complaint processing procedures, if any, and reporting incidents to OHR as outlined below.

## **SPECIFIC GUIDELINES**

1. An individual who believes he/she has been subjected to employment discrimination should immediately bring the matter to the attention of his/her supervisor. If the supervisor is a party to the discrimination, or the individual does not wish to discuss the matter with the supervisor, the individual should then bring the matter to the attention of the individual designated to receive such complaints in the Department, the Department/Agency head, or to the EEO Office in OHR.
2. A supervisor or other responsible individual in the Department who is the recipient of an internally filed complaint should document in writing, information relevant to the complaint, including date and substance of the complaint and the names of the parties to the complaint as well as any other individuals involved in, or witnesses to, the incident. The recipient should notify the EEO Office in OHR within twenty-four hours of the report of the complaint.
3. Employees have the right to file discrimination complaints with an external regulatory agency such as HRC, MCHR, and EEOC. Notices of charges resulting from such externally filed complaints should be referred directly to the EEO Office in OHR. **Any Department/Agency representative receiving such a charge should immediately (i.e., within 24 hours of receipt) forward said complaint to OHR.** The Department may retain a copy of the complaint under confidential conditions for its records.
4. Complaints submitted to the EEO Office will be logged in with appropriate information recorded. In the case of an internally filed complaint, the EEO Office may inform the affected Department that the Department may investigate and attempt to resolve the complaint at that level. In such cases, the Department should provide a report to the EEO Office on the status of the complaint within 14 days, unless an extension of time is requested. If the complaint remains unresolved at that time, the EEO Office will proceed with an investigation of the complaint. **All externally filed complaints (i.e., complaints filed through regulatory agencies) will be handled by the EEO Office of OHR.**
5. The EEO Office will conduct an investigation of received complaints (with the exception of those referred to the Department) and communicate with the parties to the complaint following the conclusion of the investigation. Affected supervisors and managers will be notified as to the resolution of the complaint to ensure that recommended corrective actions, if any, are implemented.
6. The EEO Office will perform and document follow-up activities with appropriate Departmental management, as necessary, to ensure that the situation has been corrected. The case will then be closed.

7. Files of closed cases will be maintained under confidential conditions by the EEO Office for a period of two years.

## **MONTGOMERY COUNTY POLICY ON SEXUAL HARASSMENT**

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### **PURPOSE**

To state the County's policy on sexual harassment and provide a procedure for the handling of sexual harassment complaints.

### **DEFINITION**

Sexual harassment is verbal or physical conduct that includes:

1. unwelcome sexual advances;
2. requests for physical conduct of a sexual nature; and
3. any written, verbal or physical conduct of a sexual nature when:
  - a) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment;
  - b) submission to or rejection of such conduct by an individual is used as a basis for employment decisions affecting such individual; or
  - c) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

In the context of items 1-3 above, sexual harassment includes, but is not limited to: requests for sexual favors; the use of threats or force to obtain sexual favors; sexual propositions or innuendo; suggestive comments; sexually-oriented teasing or joking; jokes about gender-specific traits; unwelcome or uninvited touching, patting, pinching or brushing against another's body; obscene spoken or written language; obscene gestures; and display of offensive or obscene printed or visual material.

### **POLICY**

1. Every employee has the right to work in an environment free of all forms of discrimination. Sexual harassment is a form of discrimination that is illegal under federal, state and local laws and will not be tolerated.
2. County employees must not subject other employees, contractors, consultants, citizens, applicants, customers or clients to sexual harassment. An employee who is found to have engaged in sexual harassment will be subject to appropriate disciplinary action, which may include dismissal.
3. Managers and supervisors must ensure that employees under their supervision or direction are provided a work environment free of sexual harassment.

4. Managers and supervisors who become aware of suspected or reported sexual harassment must promptly report the information to the Department or Office Head, to the EEO Officer in the Office of Human Resources, or to an attorney in the Office of the County Attorney.
5. This policy applies to County employees when they are conducting County business and dealing with others while at work or at work-related social functions.
6. Any employee who witnesses sexual harassment must report this conduct to the Department or Office Head, to the EEO Officer in the Office of Human Resources or to an attorney in the Office of the County Attorney.
7. The sexual harassment of County employees by contractors, consultants subcontractors, their employees, individuals who conduct business with the County, or individuals who receive services from the County will not be tolerated, and may result in termination or suspension of the contract, denial of contracting privileges, denial of services, or the filing of criminal charges against the harasser.
8. The use of threats or other means to retaliate against another who resists harassment, reports the alleged harassment to another, participates or cooperates in an investigation of a complaint of sexual harassment or files a complaint about the alleged harassment is prohibited.
9. Advice and counseling concerning sexual harassment may be obtained from a number of sources including: the County Attorney, Office of Human Resources, Union representatives and the Montgomery County Commission for Women.

## **PROCEDURE**

1. Filing and Investigation of Complaints
  - a) An employee who is subjected to sexual harassment, witnesses it, or has knowledge of it should immediately bring the matter to the attention of his or her supervisor. If the supervisor is a party to the harassment, or if the employee does not wish to discuss the matter with the supervisor, the employee must bring it to the attention of the Department or Office Head, to the EEO Officer in the Office of Human Resources, or to an attorney in the Office of the County Attorney.
  - b) A person who is the recipient of a complaint must document information relevant to the complaint, including the date and substance of the complaint and the names of individuals who were involved or who witnessed the incident(s). The recipient must notify the EEO Officer in the Office of Human Resources or an attorney in the County Attorney's Office within 24 hours. The recipient may refer the

complaint to the EEO Officer for investigation or, if the EEO Officer and the County Attorney concur, may investigate the complaint and attempt to resolve it informally. Informal resolution is appropriate only if the essential facts of the complaint are undisputed and both the victim and alleged perpetrator of the harassment agree to informal resolution. If attempts at informal resolution are unsuccessful, the complain must be referred to the EEO Officer or an attorney in the County Attorney's Office within three (3) working days.

- c) A complaint brought to the attention of the EEO Officer or an attorney in the County Attorney's Office may be oral or written and may be brought by any person having knowledge of the harassment.
- d) The EEO Officer or an attorney in the County Attorney's office will initiate the investigation of a complaint within 24 hours after the allegation is brought to his or her attention or notice is received that an attempt at informal resolution has been unsuccessful.
- e) Every effort will be made to maintain the confidentiality of the information provided in connection with a sexual harassment complaint, and to protect the privacy of the individuals involved. Information about the investigation will be given only to those persons who have a genuine need for the information because of their role in the investigation or those who are legally entitled to the information. Anonymity or confidentiality cannot be guaranteed.
- f) To the extent possible, the investigation and attempts to resolve the complaint will be completed within fourteen (14) working days of the filing date of the complaint.
- g) Promptly upon completing the investigation, the EEO Officer or an attorney in the County Attorney's Office will notify the alleged victim, alleged perpetrator, and appropriate management officials of the results of the investigation and the recommendation for resolution.

## **2. Remedial Action**

- a) If the alleged perpetrator is a County employee, the Director of the Department or Office where the alleged perpetrator is employed is responsible for taking appropriate remedial action to resolve the complaint. Appropriate remedial action may include referral to the Employee Assistance Program or other type of counseling, transfer, disciplinary action, including discharge, or the filing of civil criminal charges.
- b) If the alleged victim is a County employee, but the alleged perpetrator is a contractor, consultant, subcontractor, their employees, individuals who conduct business with the County, or individual who receive services from the County, the appropriate remedial action will be recommended by the County Attorney and implemented by the CAO.



- c) The EEO Officer will continue to review the complaint until the complaint is resolved and report the status of the complaint and investigation to the County Attorney on a regular basis as agreed by the EEO Officer and the County Attorney.

### **EDUCATION AND TRAINING**

1. The County will provide ongoing educational and training programs to inform employees about sexual harassment, how to prevent it and how to identify and deal with complaints of sexual harassment.
2. This policy must be provided to all employees and must be made available to the public.
3. Further information about this policy or how to file a complaint may be obtained by contacting the EEO Officer in the Office of Human Resources.

### **EFFECTIVE DATE**

This policy is effective immediately upon the signature of the County Executive below.

Approved:

Signed by Douglas M. Duncan  
Douglas M. Duncan  
County Executive

8/1/96  
Date

Approved for form and legality:

Signed by Charles W. Thompson  
Charles W. Thompson, Jr.  
County Attorney

7/31/96  
Date

# MEDIATION

## Fact Sheet

Disputes in the workplace are often inevitable. Traditionally, the means of resolving employment disputes has been the time-consuming and often costly prospect of filing a formal complaint. **The EEO & Diversity Management Team** in the Office of Human Resources offers an appealing and effective alternative to the often adversarial process of filing a complaint: **Mediation**. Mediation is an informal, voluntary process which provides an safe, non-threatening forum for the parties to a complaint to discuss the issues and work out a mutually agreeable solution. The process is completely voluntary to all parties; there is no obligation to participate or reach an agreement, and either party may withdraw from mediation at any time. If either party chooses not to participate, or the mediation fails to produce an agreement to settle the complaint, the complaint will be processed and investigated in the normal fashion. The failure to successfully mediate a complaint will in no way affect the investigation.

The mediation is facilitated by a trained mediator who serves as a neutral third party. The parties understand that the mediator is there to facilitate the process and does not act as a decision-maker or counsel to either party. Individuals participating in mediation agree to keep all matters discussed during the mediation session confidential. The information presented during mediation cannot be used as evidence in any subsequent administrative or judicial proceeding.

More and more organizations are using mediation as an effective and efficient way to settle employment disputes. The advantages of mediation are numerous:

- quicker resolution of complaints
- less burdensome, no preparation is required
- less costly, does not involve outside counsel
- amicable and conciliatory process, not adversarial
- improves communication among parties
- salvages and often improves work relationships
- self-empowering process; parties maintain control
- self-imposed solutions, not externally imposed
- parties are invested in process; greater commitment to outcome
- win-win outcomes, not win-lose
- confidential and voluntary
- trained, impartial facilitator
- high rate of successful resolutions
- nothing to lose!

# **MONTGOMERY COUNTY DIVERSITY COUNCIL BY-LAWS**

As Amended: May 27, 1999

## **I. Purpose and Mission Statement**

The purpose of the Diversity Council is to create an environment where there is conscious acceptance, education, and inclusion of diversity within Montgomery County. It works to ensure that all employees and those we serve, are afforded equal opportunity in all areas of employment, programs and services provided by the County.

## **II. DEFINITIONS**

Diversity is the existence of areas of differences and similarities in all individuals included in the society of the world. These differences and similarities include, but are not limited to: gender, race, color, ethnicity, national origin, religion, age, physical characteristics, sexual orientation, and disability.

Diversity Competency is understanding and affirming the inclusion of individual human differences and similarities. Additionally, it is ability to learn, absorb, and value the unique attributes that each person brings, and the willingness to benefit from the diverse nature of humanity.

## **III. FUNCTION**

The Diversity Council (Council) serves as an advisory body and communication link between the County Executive and County employees, employee associations, management, and community groups that represent the diverse citizenry of Montgomery County. Specifically, the Council shall:

- A. Review the County's Workforce Diversity Initiative and make periodic recommendations for updates, improvements, or other modifications as needed.
- B. Provide advice and consultation to the Chief Administrative Officer and the Director of the Office of Human Resources on the development, implementation and dissemination of the County's Diversity Plan and the annual analysis of the County's progress toward its diversity-related goals. Provide advice and guidance on other matters related to diversity and equal employment opportunity issues such as: employee development of cultural competencies, equity in access to training and educational opportunities, organizational assessment, cultural change and leadership development.

- C. Serve as a communication channel through which all County employees, employee associations, and community groups will be able to express ideas as they relate to diversity issues.
- D. Support the Director of the Office of Human Resources in other appropriate ways to promote programs and services related to diversity and equal employment opportunity.
- E. Assist County departments in their efforts to develop or improve departmental diversity and equal employment opportunity initiatives.

#### **IV. MEMBERSHIP**

The Diversity Council shall be comprised of representatives of County employee associations, departments and agencies, special population groups, community liaisons, and community organizations. Each of these representatives shall have only one vote. Members of the Diversity Council will be confirmed by the Chief Administrative Officer and will include, but not limited to:

- A. Employee Associations: African American Employees Association, Asian-Pacific American Employee Association, GLOBE, Hispanic Employees Association, Montgomery County Coalition of Black Police Officers, and the Montgomery County Government Employees Organization. Each organization shall be allotted one representative and one alternate. The selection of representatives is made by the appropriate employee association.
- B. Departments/Agencies: Each County department/agency shall be allotted one representative on the Diversity Council and one alternate.
- C. Members-At-Large: A total of five members at large will be appointed to reflect a cross-section of the Montgomery County employee workforce. A subcommittee of the Diversity Council will be responsible for reviewing the membership in order to make recommendations regarding appropriate representation of at-large members. The CAO will confirm and approve the recommendations of the committee.
- D. Special Populations and Diversity Issues: The Diversity Council will include membership from County employees with knowledge and expertise of special populations and specific diversity issues. Such representation shall include the following:

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- CAO Staff
- ADA Compliance Coordinator
- Disability Program Manager
- EEO Officer
- Human Resources Director
- Staff to:
  - Commission on Aging
  - Commission on Children and Youth
  - Commission on People with Disabilities
  - Human Relations Commission
  - Commission for Women
  - HHS – Aging and Disability Services
- Workforce Diversity Coordinator
- County Executive’s Minority Advisory Representatives

The above designated representatives of special populations and diversity issues of the Diversity Council will not serve as Chairperson of the Council, but shall have voting privileges. Representatives of special populations and diversity issues who also represent departments shall only have one vote.

**V. ORGANIZATION**

**A. Term of Office**

1. Employee association representatives will serve at the pleasure of their membership for unspecified terms.
2. Members-at-Large shall serve two years and may not serve more than two consecutive terms.
3. Departmental/agency Diversity Council representatives will serve at the pleasure of their department heads for unspecified terms. Should a department or agency head need to replace the representative, the department head should send written notification of that replacement to the Council Chair or Guidance Committee.

4. Members representing special populations and diversity issues shall serve at the pleasure of their department/agency heads for unspecified terms. Should a department or agency head need to replace the representative, the department head should send written notification to the Council Chair of Guidance Committee.

**B. Chairperson/Vice Chairperson**

1. Shall preside at all meetings of the membership and have the authority and responsibility customarily conferred on the presiding officers. The Chairperson and Vice Chairperson shall also preside at meetings of the Guidance Committee.
2. Term of Service – The positions shall be elected annually by a simple majority of the members present of the Diversity Council. Elections shall be held at the June Council meeting and newly elected Chairperson and Vice Chairperson shall take office in July. The Chair and Vice-Chair may serve no more than two consecutive terms in each position.
3. Absence of the Chair - In the absence of the Chair, the Vice-Chairperson will assume responsibility for the Diversity Council.
4. Responsibility – The Chairperson, with the assistance of the Guidance Committee, shall prepare an agenda for each meeting of the Diversity Council. The agenda shall be distributed at least seven days prior to the Council meetings.
5. Powers – The Chairperson may assign tasks to members for research, study or analysis and request reports back within a specific time period. These assignments shall become part of the minutes of the Diversity Council.

**C. Other Officers** – the Council may have other officers appointed at the discretion of the Chair. Such officers may include, but are not limited to, Recording Officer, and Financial Officer.

**D. Guidance Committee**

1. The Diversity Council shall have a Guidance Committee which shall be empowered to act on behalf of the Council when circumstances exist which preclude meetings by the entire Council.

The Guidance Committee shall meet monthly in order to develop agendas for full Council meetings or to take up and research issues which may be discussed at a later date by the full Diversity Council. From time to time, the Committee will meet in emergency session to discuss issues which must be resolved prior to the next meeting of the full Council.

2. The Guidance Committee shall take action by polling its members for consensus of opinion. Consensus is reached when, after discussion, the majority of the members present agree that an action should or should not be taken.
3. Composition - The Guidance Committee shall be comprised of seven members: the Chair and Vice-Chair of the Council, four additional Council members, and the County's EEO/Affirmative Action Officer.
4. Term of Service – The term of service for Guidance Committee members shall be one year. The four additional members of the Guidance Committee shall be elected annually by a simple majority of the members present of the full Council. Elections shall be held in June and newly elected committee members shall begin their terms in July. Guidance Committee members may serve no more than three consecutive terms. The Chair and Vice Chair may serve an additional two consecutive years on the Guidance Committee if they are elected to that committee immediately following their terms as Chair and Vice-Chair.

**E. Early Termination of Membership**

It is the aim of the Diversity Council that its members participate fully in the business of the Council. To that end, the Council strives to assure full attendance at monthly meetings. Therefore, if a member does not attend three consecutive meetings without valid reasons, as determined by the Council, that member shall be required to terminate such membership.

**VI. OPERATIONAL PROCEDURES**

**A. Method of Conducting Internal Business**

1. Normally, the Diversity Council shall take action by the adoption of resolutions. Resolutions shall be adopted by the Council when a majority of the members present vote to take that action.
2. When resolutions are deemed unnecessary, the Council may take action by polling its members for consensus of opinions. Consensus is reached when, after discussion and without a vote, the majority of the members present agree that an action should or should not be taken.
3. Record of Meetings – The Office of Human Resources will provide assistance as needed to record meetings, prepare minutes, and distribute materials for review by Council members prior to each monthly meeting.

**B. Method of Conducting External Business**

1. The Council Chair will meet semi-annually with the CAO, and quarterly with the Director of the Office of Human Resources. Additional meetings with the CAO and/or Human Resources Director shall be scheduled as needed.
2. Information – The Diversity Council may require information from various agencies, departments, etc. as it deems necessary for the conduct of its monitoring responsibility. The Council may request that the department head or designee provide reports on departmental diversity initiatives in which the Council will be involved occasionally.
3. Other Meetings - The Diversity Council Chair, Vice-Chair, or Council members may conduct meetings with department heads or their designees, employee associations, or community-based organizations as deemed necessary for the responsible conduct of Council business.
4. Minutes – the minutes and all correspondence of the Diversity Council should be a matter of public record . The minutes may be a summary and shall reflect each item considered, the action taken, and the results of voting or consensus polling.



**C. Meetings of the Diversity Council**

1. Frequency - The Diversity Council shall hold regular open meetings and such other meetings as may be called by the Chairperson. Special meetings may be called when requested by at least three members of the Council or by the Director of the Office of Human Resources.
2. Committees – The Chair may appoint committees or working groups at his or her discretion. Such committees may be long-term/standing or short-term/task oriented. Committees and short-term working groups will be dissolved when their work has been completed.

**VII. AMENDMENTS**

These bylaws may be amended by a simple majority vote of the members present.

**NOTE:** These bylaws were adopted effective: April 24, 1997

**The amendments to these bylaws were adopted effective: May 27, 1999**

## **DESCRIPTION OF JOB CATEGORIES**

From the U.S. Equal Employment Opportunity Commission

**OFFICIALS AND ADMINISTRATORS** – Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis.

**PROFESSIONALS** – Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge.

**TECHNICIANS** – Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training.

**PROTECTIVE SERVICE WORKERS** – Occupations in which workers are entrusted with public safety, security and protection from destructive forces.

**PARAPROFESSIONALS** – Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status.

**ADMINISTRATIVE SUPPORT (INCLUDING CLERICAL AND SALES)** – Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office.

**SKILLED CRAFT WORKERS** – Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs.

**SERVICE-MAINTENANCE (INCLUDING LABORERS)** – Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property.

## **RACIAL AND ETHNIC CATEGORIES**

From the U.S. Equal Employment Opportunity Commission<sup>1</sup>

**WHITE** (not of Hispanic origin) – All persons having origins in any of the original peoples of Europe, North Africa, or the Middle East.

**BLACK** (not of Hispanic origin) – All persons having origins in any of the Black racial groups of Africa.

**HISPANIC** – All persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.

**ASIAN OR PACIFIC ISLANDER** – All persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. This area includes, for example, China, Japan, Korea, the Philippine Islands, and Samoa.

**NATIVE AMERICAN OR ALASKAN NATIVE** – All persons having origins in any of the original peoples of North America, and who maintain cultural identification through tribal affiliation or community recognition.

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<sup>1</sup> The U.S. Office of Management and Budget has issued revised racial and ethnic categories which will be implemented in the near future; until that time, these categories will continue to be used for data collection purposes.